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**VOLUME V**

**APPENDIX**

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**Supreme Court of the United States**

**OCTOBER TERM, 1968**

**No. 24**

**FEDERAL TRADE COMMISSION, PETITIONER**

**v.**

**TEXACO, INC., AND THE B. F. GOODRICH COMPANY**

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**ON WRIT OF CERTIORARI TO THE UNITED STATES COURT OF  
APPEALS FOR THE DISTRICT OF COLUMBIA CIRCUIT**

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**PETITION FOR CERTIORARI FILED JANUARY 25, 1968  
CERTIORARI GRANTED MARCH 11, 1968**





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**JAX 423**

**Respondents' Exhibit 2A**

**(8980)**

**THE TEXAS COMPANY**

**New York, N. Y., December 11, 1953**

**TBA PROGRAM  
STATEMENT OF POLICY**

**CIRCULAR LETTER No. 557**

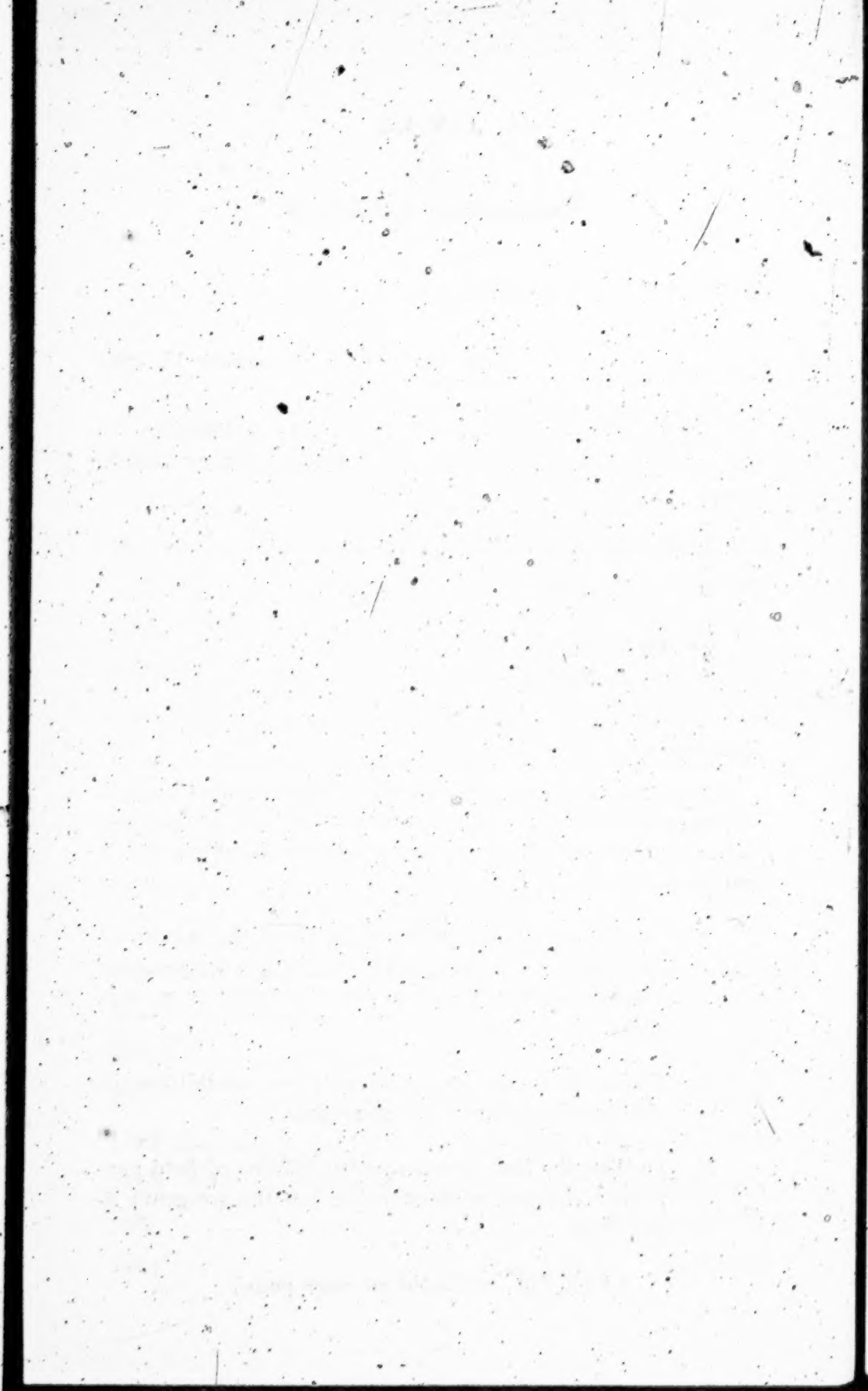
**Messrs. R. R. Kibbe  
J. A. Winger  
C. N. Brooks  
D. E. Beaton**

**Gentlemen:**

**This letter replaces and cancels Circular Letter No. 524 of December 19, 1951, under the above subject. It does not introduce any change in our policy of long standing, but is intended to:**

- A. Assist our personnel in presenting the merits of the program to dealers by stating the reasons for recommending Firestone or Goodrich as a supplier.**
- B. Define Division Management's responsibilities in administering the TBA program.**
- C. Outline the duties and responsibilities of field personnel charged with carrying out the program in the field.**

**(JAX 423 continued on next page)**



*Respondents' Exhibit 2A*

I. WHAT THE TEXAS COMPANY'S TBA PROGRAM IS

The aim of the Company's TBA program is to encourage dealers to expand their business beyond the sale of petroleum products; and to counsel with and continually assist Texaco dealers to establish and maintain superior service to their customers, maintain an adequate and balanced stock of fast-moving TBA items and to improve their methods of merchandising so that they will be able to take full advantage of the profit potentials available to them through good service station operations.

Accordingly, The Texas Company recommends that its dealers handle Firestone or Goodrich. However, notwithstanding the fact that the Company recommends to its dealers these certain lines of TBA merchandise, it should be clearly understood by all concerned that the Company has neither the right nor the desire to dictate to the dealer the brand or type of merchandise he should handle, or the source from which he should purchase such merchandise, or to require him to handle any TBA merchandise.





## Respondents' Exhibit 2B

(8981)

RRK-JAW-CNB-DEB—#2

### II. WHY FIRESTONE AND GOODRICH LINES WERE SELECTED FOR RECOMMENDATION TO TEXACO DEALERS

The TBA merchandise lines and merchandising policies of both Firestone and Goodrich offer many advantages to the dealers, including a complete line of high quality automotive products to meet practically all the needs of the motorist. Firestone and Goodrich products have national acceptance, backed by extensive national advertising, and are distributed in all 48 states, with sales and delivery service available through 1,266 salary operated supply points and numerous dealer operated stores carrying the complete line.

Another advantage of handling these lines is that the dealer can purchase his entire TBA requirements from one source, conveniently located, thus earning extra discounts through volume purchases. Both Firestone and Goodrich have extensive sales promotion programs designed expressly to fit the needs of their service station accounts. Point-of-sale promotional material and cooperative advertising are available on a low-cost or no-cost basis. They also have a large sales force fully trained to assist the service station dealers to make the most of their TBA opportunities.

All these factors tend to increase the saleability of Firestone and Goodrich products, and thus increase the profits of the dealers handling such lines.

(JAX 424 continued on next page)



*Respondents' Exhibit 2B*

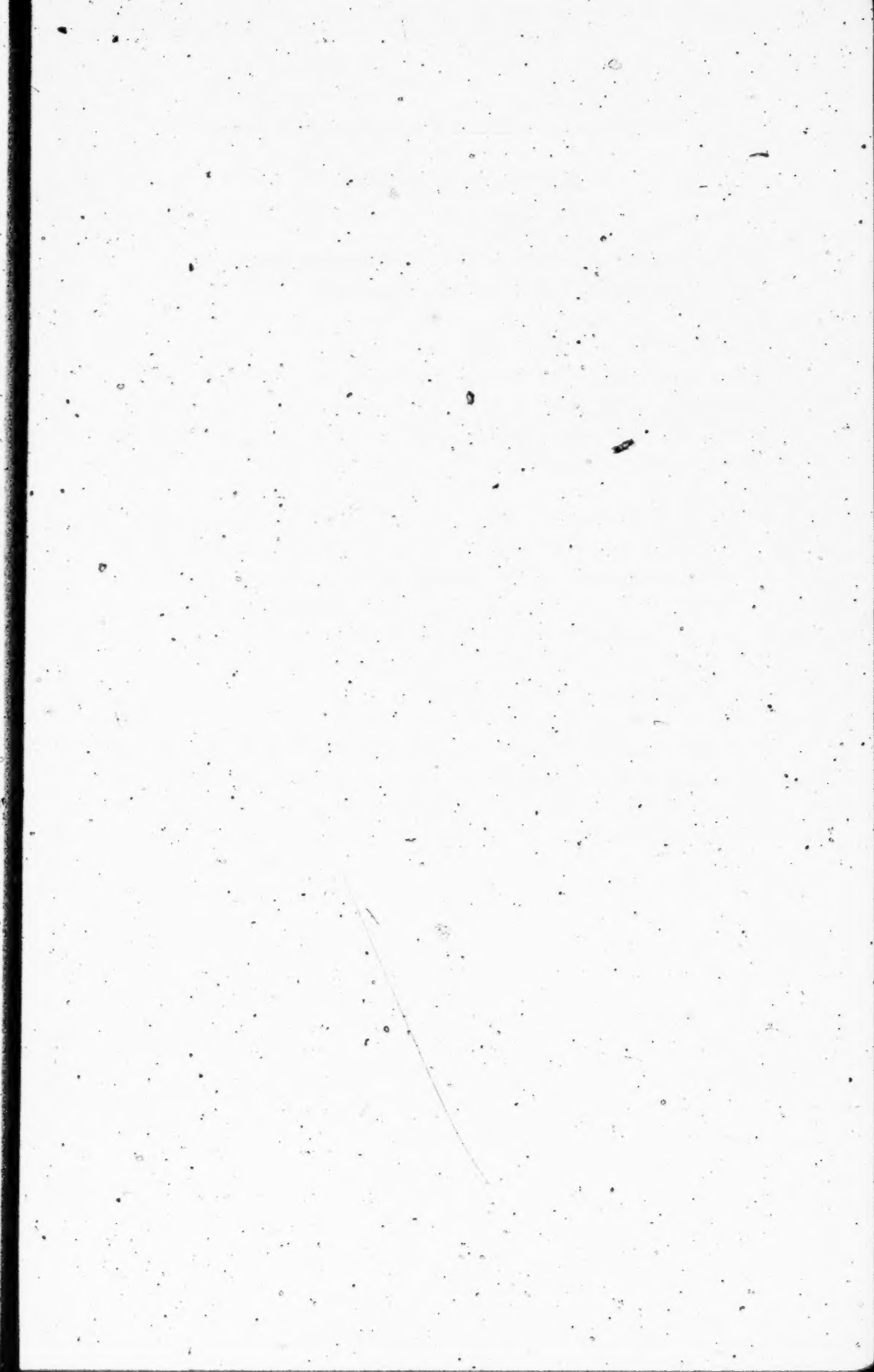
**III. RESPONSIBILITIES OF DIVISION MANAGEMENT IN  
ADMINISTERING THE TBA PROGRAM**

The proper administration of The Texas Company's TBA program in the field is the direct responsibility of Division Management. They should see to it that each member of the field organization who normally contacts dealers, consignees and distributors:

(1) Understands that even though The Texas Company does not handle tires, batteries and auto supplies, it recognizes the advantages to be derived by the dealer from the handling of such merchandise and the necessity for the dealer to do so in order to be competitive, meet the requirements of his customers, and enjoy more profitable operations.

(2) Becomes familiar with the lines and basic sales policies and promotional and merchandising programs of Firestone and Goodrich, including their Suggested Basic Stock Assortment and Inventory Guide Systems.

(3) Handles assigned duties outlined in Section IV.



## Respondents' Exhibit 2C

(8982)

RRK-JAW-CNB-DEB—#3

### IV. DUTIES OF TEXACO SALES PERSONNEL CHARGED WITH HANDLING TBA PROGRAM IN THE FIELD

Listed below are the responsibilities and activities which are part of the regularly assigned duties of selling personnel who normally contact dealers, consignees or distributors:

(1) Present the merits of our TBA program, recommending the products of Firestone or Goodrich if best suited to the dealer's interest.

(2) Recommendations with respect to TBA merchandise made by a Texaco representative to a Texaco dealer should in the best interest of the dealer take into consideration the following factors:

(a) The dealer's requirements based on an analysis of the potential volume available within the dealer's specific trading area;

(b) The availability of a convenient source of supply and the frequency of contact and type of service to be afforded the dealer by a wholesale supplier, as well as the supplier's ability and willingness to assist the dealer to be competitive in the market at all times;

(c) The established representation of the tire company in the area.

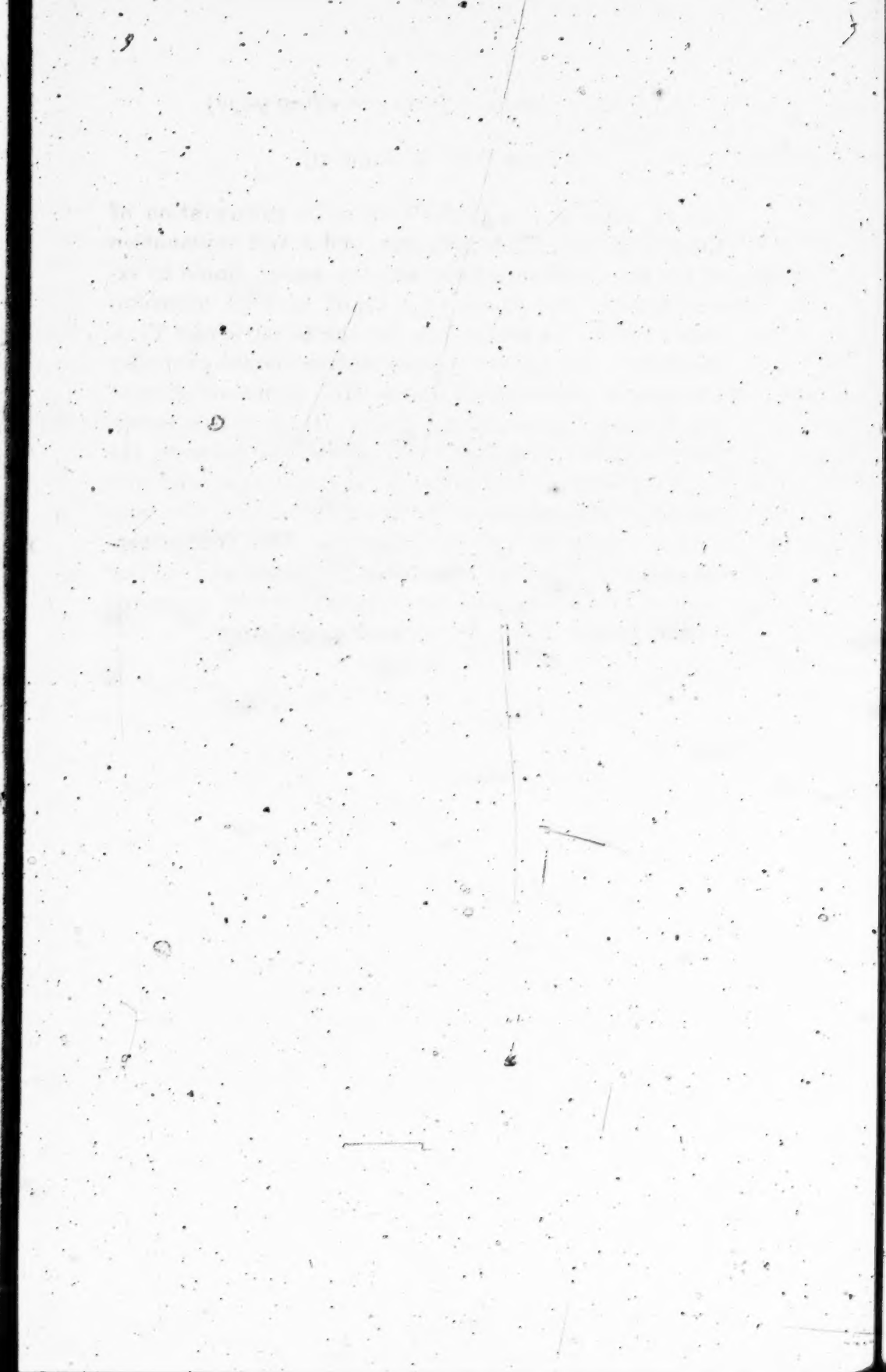
(JAX 425 continued on next page)





*Respondents' Exhibit 2C*

(3) If, after a straightforward sales presentation of the Company's TBA program, and a full explanation of the merits of such program, the dealer should in exercising his free choice of a brand of TBA merchandise express his preference for the Goodrich or Firestone line, the Texaco representative should promptly arrange to introduce to him a sales representative of the supplier chosen by the dealer. It should be recognized at all times that the negotiations between the dealer and the tire company representative, and any purchase arrangements resulting therefrom, are matters for their mutual consideration. The Texaco representative, however, should be prepared and willing to lend any advice and counsel that may be requested of him by the dealer during such negotiations.



**Respondents' Exhibit 2D**

(8983)

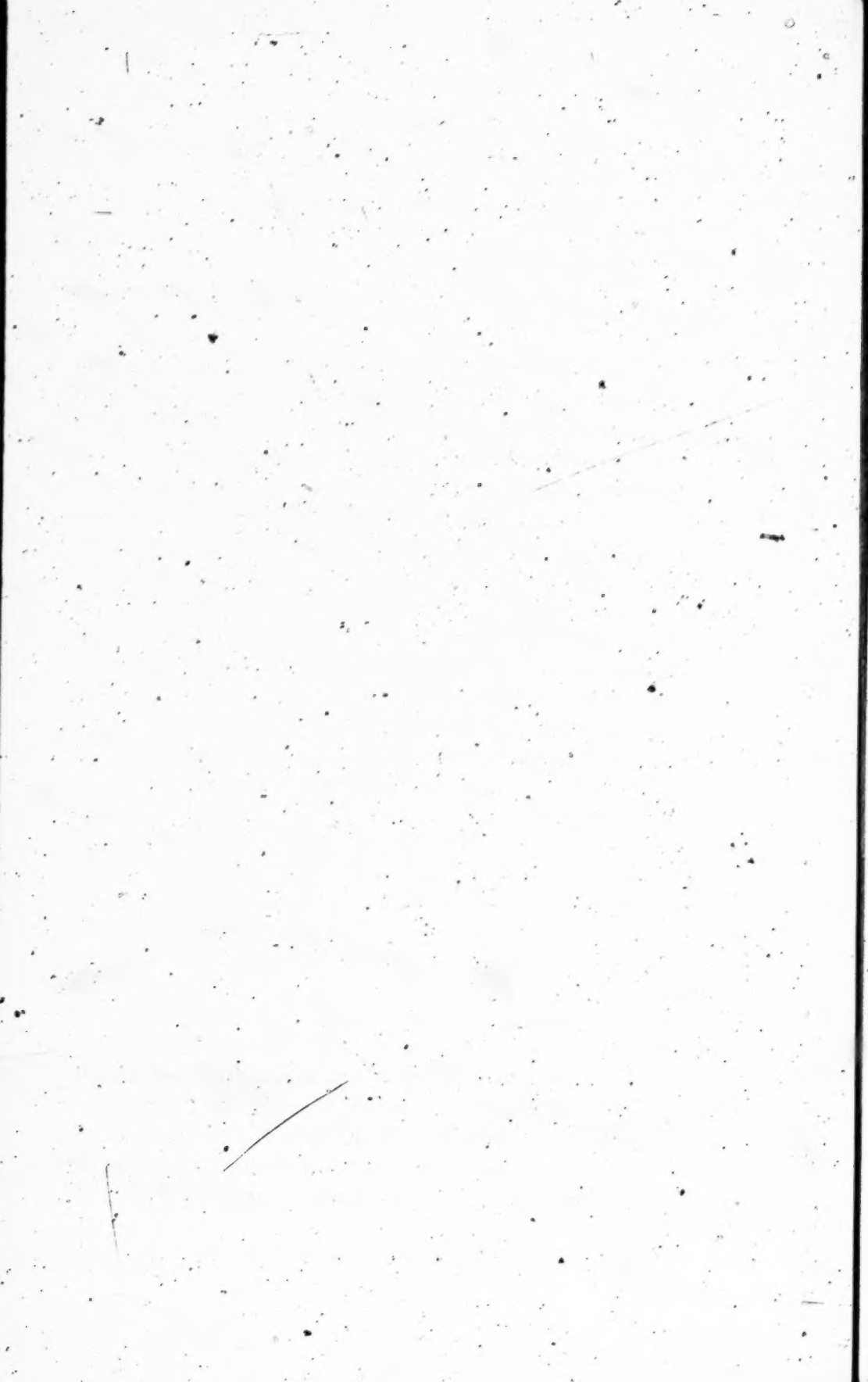
RRK-JAW-CNB-DEB—#4

(4) In an effort to help dealers expand and develop their business, the Company urges them to stock an adequate amount of TBA merchandise to serve fully the motorists' needs. Texaco selling personnel, with the dealers approval, will assist in the physical installation of an "Inventory Guide System", and continue to assist in the maintenance until its use is habitual with the dealer, regardless of the brand chosen by the dealer. The Firestone or Goodrich "Suggested Basic Stock Assortment and Inventory Guide System" is considered among the simplest methods available to assure the maintenance of a well-balanced stock of fast-moving TBA merchandise, and dealers should be advised of this and urged to consider its installation and use.

(5) Similar guidance and assistance should be offered in the use and maintenance of TBA display programs, and dealers should be urged to utilize all appropriate space available to them in building displays that will attract customers and increase sales.

(6) The Company's sales personnel should be sufficiently alert at each visit to a service station to call the dealer's attention to their willingness to aid him by actually writing up the dealer's order for Goodrich or Firestone merchandise. As a further assistance to the dealer, Texaco personnel should personally mail or deliver such orders to the dealer's source of supply.

(JAX 426 continued on next page)



*Respondents' Exhibit 2D*

Orders should be written on the forms furnished by Firestone and Goodrich and carried by Texaco personnel at all times.

(7) Although reference is made heretofore to dealers, it should be understood that every phase of the program is adaptable to TBA programs of consignees and distributors. Equal effort should be made by the Company's personnel to sell consignees and distributors on the merits of the program and the benefits to be derived by adopting it for their own use and wholeheartedly encouraging the dealers they serve to use it.

The importance of respecting the independence of the Texaco dealer and his right to exercise his free and independent judgment with respect to the brand of TBA merchandise he will handle, and the quantities he will purchase, cannot be overemphasized. Insofar as The Texas Company is concerned, no TBA supplier shall be preferred over any other as to any territory or portion thereof.





JAX 427

**Respondents' Exhibit 2E**

(8984)

RRK-JAW-CNB-DEB—#5

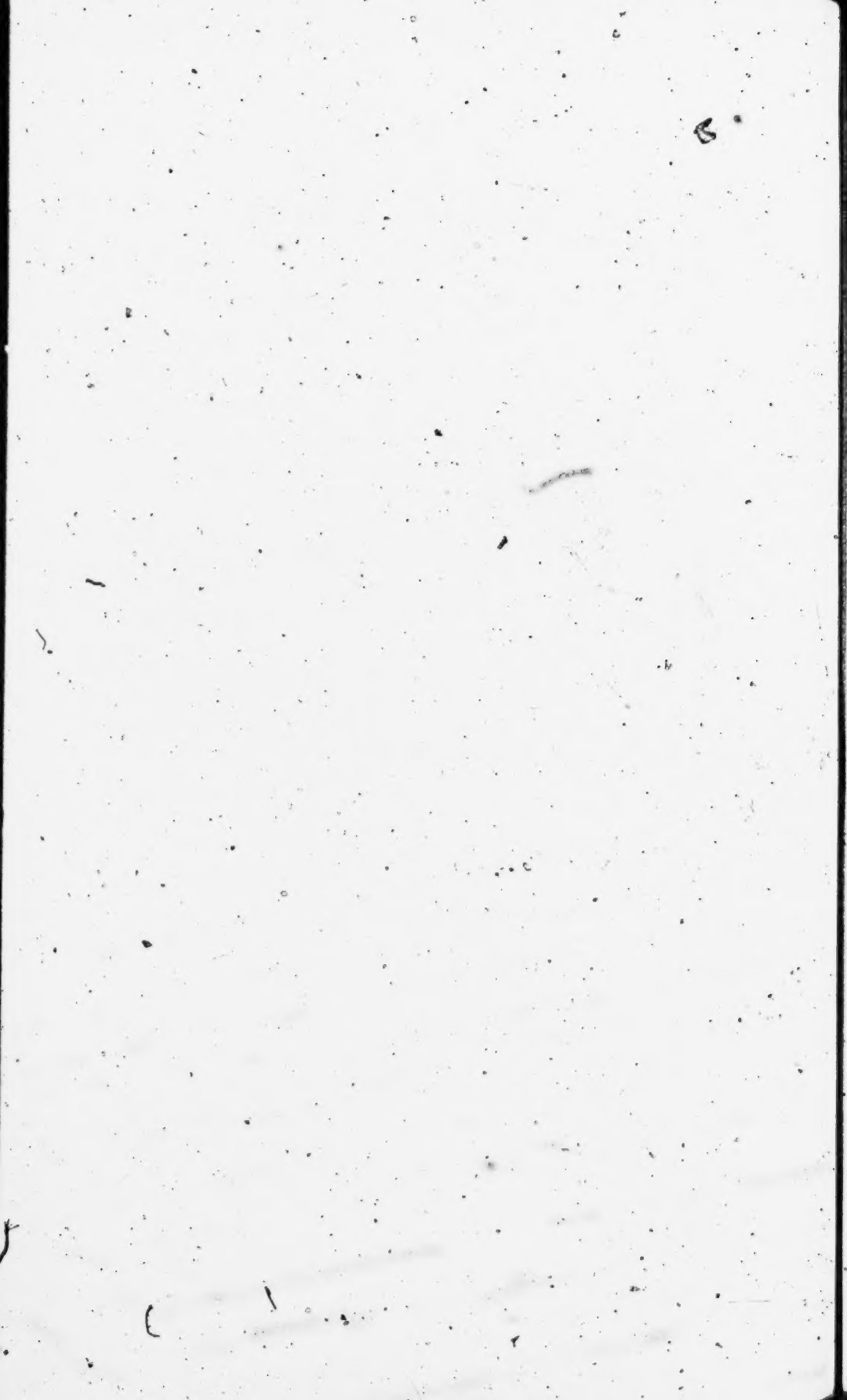
The success of the TBA Program depends upon the kind of a selling job that is done. The principles of the Texaco Selling Method are sound and appropriate, and should be applied as wholeheartedly in handling this program as in all other sales efforts.

Yours very truly,

C. B. BARRETT

CBB-MJD

SCB WBH RWD CHD JEF  
NB JMG WFW DWS FMH GWS FER  
KK



**Respondents' Exhibit 3**

(8985)

(COPY)

**"OUR FORTY-SECOND YEAR WITH TEXACO"**

June 20, 1956

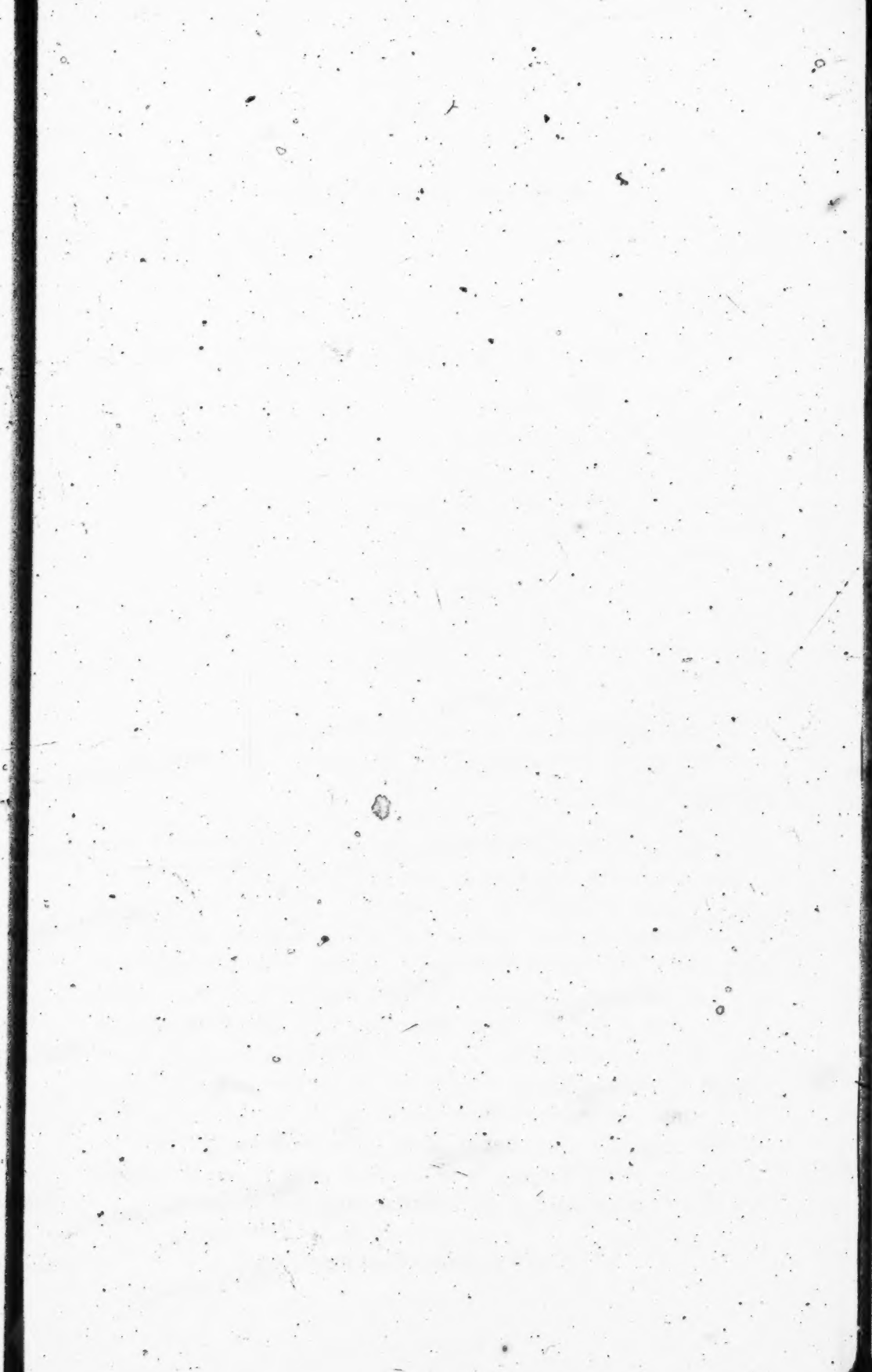
Federal Trade Commission  
Washington 25, D. C.  
ATTENTION: Peter J. Dias  
Trial Attorney

Gentlemen:

I have your complaint with reference to the B. F. Goodrich Company, et al., Docket No. 6485 and have noted same most carefully.

I am enclosing herewith a copy of your letter with the questions answered. I am giving you just a little history of my dealings with The Texas Company. In 1914 they set me up as just a little Distributor and I have kept on with them, this being the forty-second year. I have added to my line during this time, and today we have U. S. Tires, Exide Batteries, and N.A.P.A. Parts line. We have never purchased any B. F. Goodrich or Firestone products. I have been asked if I would like to handle Firestone through the Texas Company with no pressure at all put on me to do it. The Texas Company has never high pressured me during the forty-two years I have been dealing with them. I cannot make any complaint at all against them today.

(JAX 428 continued on next page)



JAX 428 (continued from preceding page)

*Respondents' Exhibit 3*

I have around one hundred outlets handling their products in addition to farm trade. I have about fifteen hundred accounts, and our purchases are supplied by the Texas Company.

Of course, other oil companies have attempted to sell us their products but we are sold completely on The Texas Company and their employees. We think they are the best, based on the way they have handled us during this time. If I can be of any more service, please advise.

Yours very truly,

H. C. Watson

HCW:mm

Enc.





JAX 430

Respondents' Exhibit 4

Respondents' Exhibit 4

Rx 4

EX-108

EX-108

IN THE MATTER OF B. F. Goodrich Co.

FEDERAL TRADE COMMISSION  
WASHINGTON 25

EX-108

EX-108

EX-108

June 10, 1936.

BUREAU OF LITIGATION

Mr. M. G. Watson,  
Onley, Virginia.

In re: The B. F. Goodrich Company, et al.,  
Docket No. 6481.

Dear Mr. Watson:

Complaints, including one in the above-captioned matter, currently pending before the Commission, are intended to determine whether operators of major oil company petroleum outlets are independent businessmen with complete freedom of choice as to the products which they stock for resale or are obliged to handle products chosen for them by the respective oil companies.

It would be helpful, in arriving at such determination of this matter, if you would answer the following questions:

1. Type outlet: (a) Consignee (b) Distributor  
(c) Service Station (d) If service station, lease contract
2. Date present operator acquired the outlet.
3. Name of former operator, if known.
4. (a) Do you carry T.M. products?  
(b) What is your principal line of:  
  - (1) Tires
  - (2) Batteries
  - (3) Accessories
5. When did you first take on these lines?

Enclosed please find a copy of the Commission's complaint in this matter. It would be helpful if, when answering the above questions, you would submit any additional comments you care to make in regard to the complaint.

Your prompt cooperation in this matter is anticipated and will be appreciated. An extra copy of this letter, which you may use in replying, is enclosed for your convenience.

Very truly yours,

Peter J. Glas,  
Trial Attorney.

Enclosures.

8266

JAN 1950

Washington, D.C.

MEMORANDUM  
TO: THE ATTORNEY GENERAL  
FROM: THE ATTORNEY GENERAL  
SUBJECT: [Illegible]

WASHINGTON 25

Mr. J. Edgar Hoover  
Director, FBI

Re: The J. Edgar Hoover, et al.  
[Illegible]

Dear Mr. Hoover:

Enclosed for the Bureau are two copies of a letterhead memorandum (LHM) dated and captioned as above. The LHM is being furnished to you for your information and for your use in the Bureau. It is requested that you advise the Bureau of any action taken in response to the LHM.

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**Respondents' Exhibit 6A**

(8987)

**THE TEXAS COMPANY**

New York 17, N. Y., June 1, 1948  
SERVICE STATION OPERATIONS

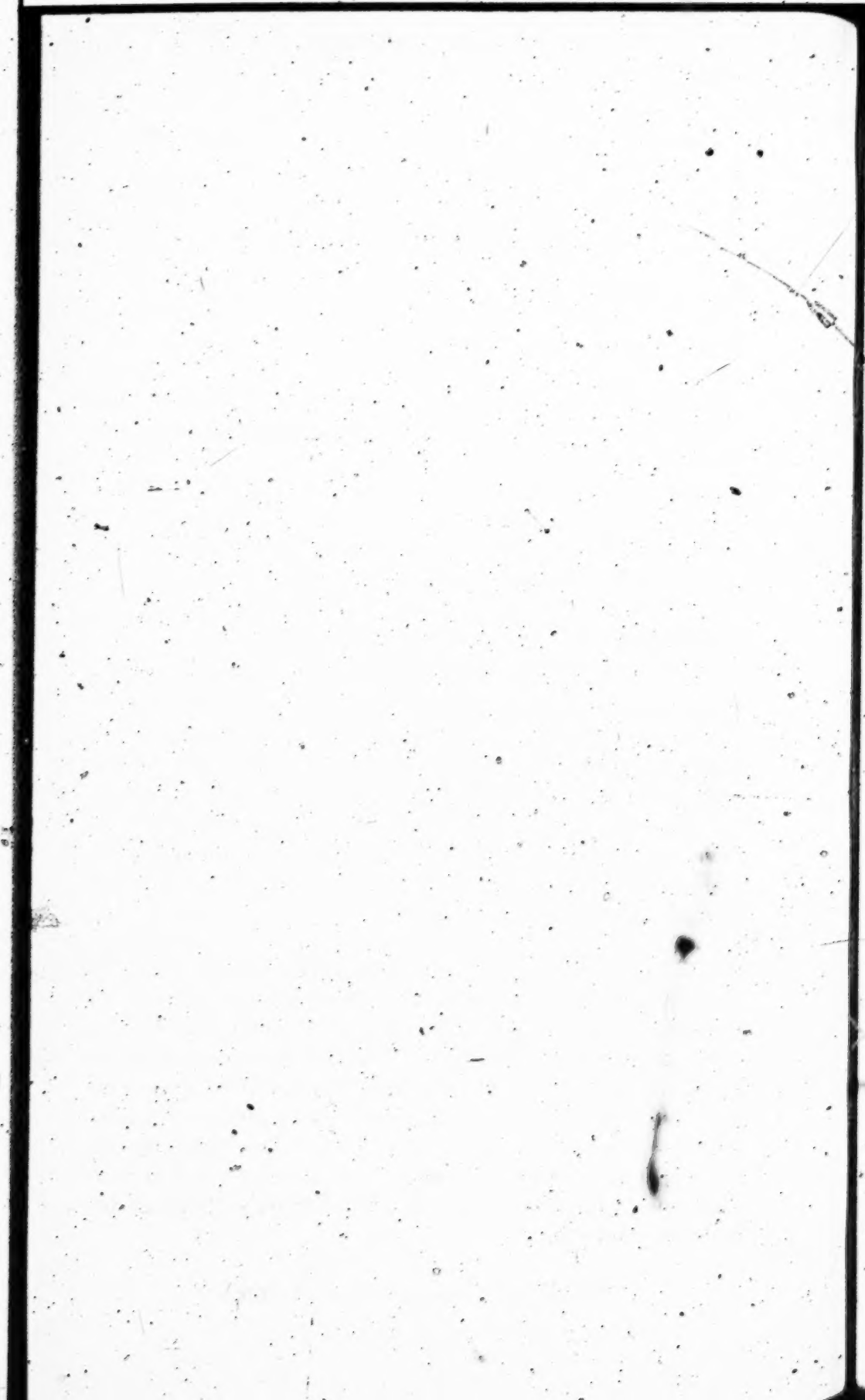
Messrs. R. R. Kibbe (6)  
S. C. Bartlett (6)  
C. B. Barrett (6)  
D. E. Beaton (6)

Gentlemen:

The petroleum trade journals during the past several weeks have been carrying reports of the anti-trust suit being conducted by the Government against the Standard Oil Company of California. One of the principal items of discussion in this suit is the question of influence being exerted by the petroleum supplier on the gasoline dealer to have him purchase directly or indirectly certain items for resale through the dealer station. In view of this it seems advisable to restate our policy.

With all of our dealers, whether they are operators of Company owned or Company leased service stations or dealers operating their own service stations, we have a sales contract which provides for the purchase by the dealer of certain estimated quantities of Texaco products. This contract does not prevent the dealer from purchasing competitive products in addition to Texaco products, though generally the dealer recognizes that there are definite advantages in handling one nationally advertised line of petroleum products.

(JAX 430 continued on next page)



*Respondents' Exhibit 6A*

A Texaco dealer is an independent businessman and he is entitled to conduct his business according to his own desires. Our men are expected to help the Texaco dealer to improve his business and make many helpful suggestions to that end. They may explain to the dealer the advantages of tying-in with a national program developed for the more than 40,000 Texaco Dealers throughout the country, but it is not in accord with the dealer's contract with The Texas Company to infer or indicate to a Texaco dealer directly or indirectly that any purchase by him of any type of merchandise from any supplier whatsoever will result in a reduction of the supply of petroleum products available to him or in a cancellation of any sales contract or lease agreement that may be in effect or in any other event which will make him feel that more persuasion is being exercised by us than would normally and properly be used by us toward a customer.

The Texas Company does not sell tires, tubes, batteries, accessories or items other than petroleum that might be sold through a service station, but we recognize that it is to the advantage of the dealer to handle such merchandise in order to increase his earnings and enable him to have a more profitable operation. In fact, we encourage the dealer to expand his business beyond the sale of petroleum products for those reasons, and because, in the case of a Company owned or Company leased service station which has been leased to the dealer for operation, it means a more profitable venture through our facilities and eventually increases our earnings as well as the dealer's through that location.





**Respondents' Exhibit 6B**

(8988)

Messrs. RBK-SCB-CBB-DEB

2

6-1-48

Even though we urge and encourage the dealer to handle merchandise other than petroleum products, we have neither the right nor the desire to dictate to him or influence him in any way as to the type of merchandise he should handle or the source from which he should purchase it. We can and do recommend certain lines which we feel fit into the program of handling such nationally advertised products as Texaco, but our representatives are not to exert any influence upon the dealer to have him follow our suggestions.

We frequently install fixtures and display shelves at Company owned or Company leased service stations for use by the dealer in selling merchandise, and we should urge the dealer to use those facilities to increase his earnings and to keep on hand at all times a satisfactory amount of merchandise of the proper type, but again no pressure is to be put on the dealer to do so. There is no objection, after proper facilities for the sale of tires, tubes, batteries, and accessories, have been provided at a service station, to our representatives introducing to the dealer a salesman who has such items for sale, or even of recommending to the dealer that he give consideration to the purchase of that salesman's merchandise, but it must be borne in mind at all times that after the introduction the negotiations and arrangements between the dealer and the TBA salesman are not to be interfered with or influenced in any way by The Texas Company's representative.

*(JAX 431 continued on next page)*



JAX 431 (continued from preceding page)

*Respondents' Exhibit 6B*

I emphasize again that the Texaco dealer is an independent businessman and he must be permitted to operate as one. Any one who violates these policies may be subject to immediate dismissal from the Company's service. ●

Please pass this information on to your division offices for dissemination to the people interested.

Yours very truly,

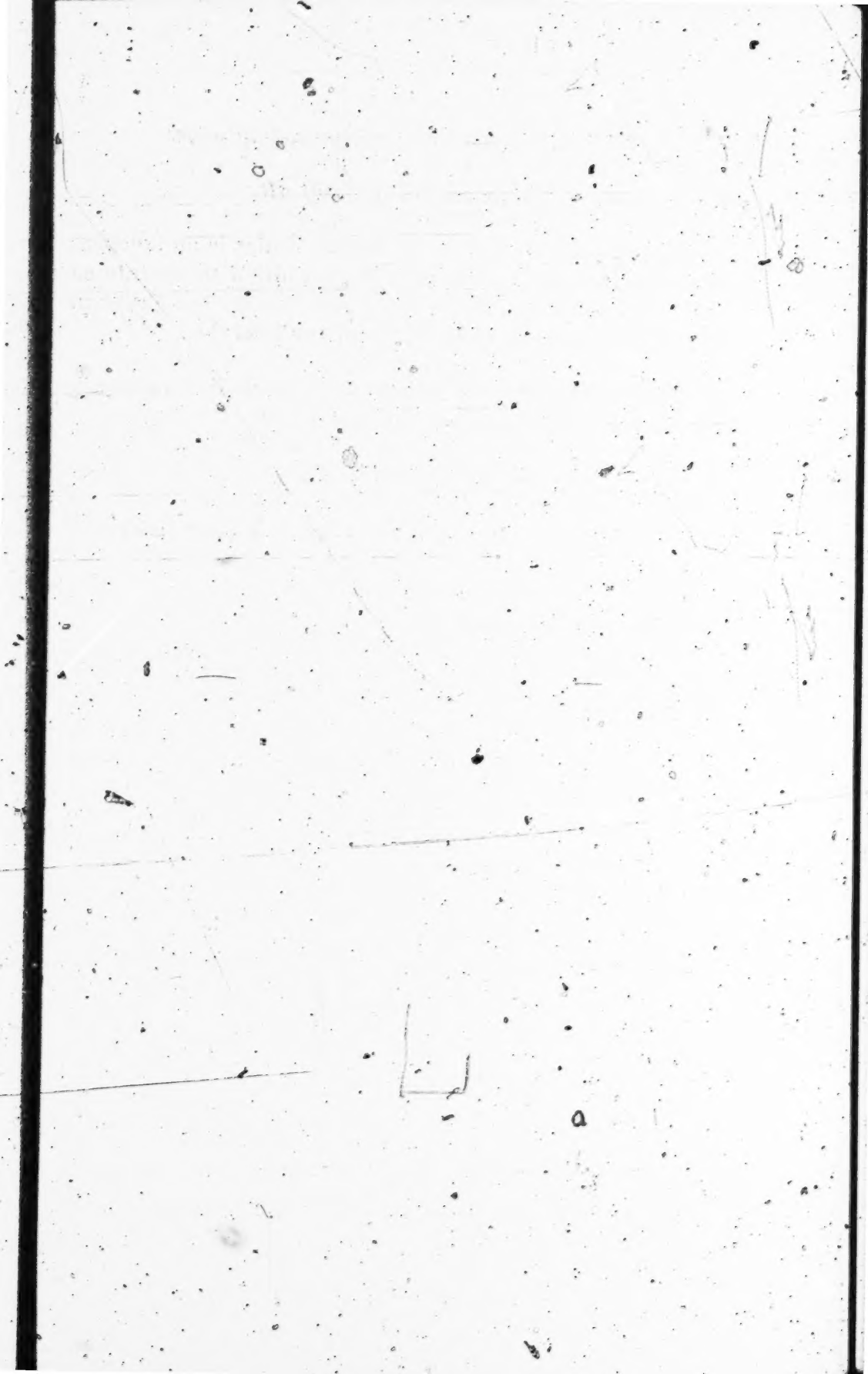
/Sgd/ Walter Hochuli

WH-PD

RLS-OJD

DDM-PMI-RTH-

NB-JKS-JGVS-AK



JAX 428

Respondents' Exhibit 8A

THE TEXAS COMPANY

Chicago, Illinois, January 21, 1932

*Edith Sales General*  
THE TEXAS COMPANY'S TEXAS GENERAL  
SALES & SERVICE

Circular Letter No. 113

Zone Managers  
Resale Salesmen

Gentlemen:

In order that all concerned may be fully informed, the Texas Company's policy with respect to the procedure to be followed in carrying out its TBA program, which policy has been in effect for many years, is reiterated below:

1. When presenting the merits of the Company's TBA program to Texaco dealers, the selling personnel should explain to the dealer that even though the Texas Company does not handle tires, batteries and auto supplies, it recognizes the advantages to be derived by the dealer from the handling of such merchandise and the necessity for the dealer to do so in order to be competitive, meet the requirements of his customers, and enjoy more profitable operations.

Texaco dealers should be encouraged to expand their business beyond the sale of petroleum products for the reasons outlined.

2. To facilitate the handling of TBA merchandise by Texaco dealers the Company provides adequate display equipment in its service stations for the sale of such items.
3. The Company recommends certain lines of merchandise which are nationally advertised and enjoy national distribution, just as is true with respect to Texaco products.
4. Notwithstanding the fact that the Company recommends to its dealers certain lines of TBA merchandise, it should be recognized by all concerned that the Company has neither the right nor desire to dictate to the dealer the type of merchandise he should handle or the source from which he should purchase such merchandise.
5. In the interest of the dealer any recommendation with respect to TBA merchandise made by a Texaco representative to a Texaco dealer should take into consideration the following factors:
  - (a) The dealer's requirements based on an analysis of the potential market;
  - (b) The availability of a convenient source of supply;

6027



January 21, 1951

MEMORANDUM FOR THE RECORD

COMMISSIONER OF THE BUREAU OF REVENUE

WASHINGTON, D. C.

TO: SAC, NEW YORK

FROM: SAC, NEW YORK

SUBJECT: [Illegible]

RE: [Illegible]

1. [Illegible]

2. [Illegible]

3. [Illegible]

4. [Illegible]

5. [Illegible]

6. [Illegible]

7. [Illegible]

8. [Illegible]

9. [Illegible]

10. [Illegible]

Zone Managers  
Resale Salesmen

January 21, 1952

FEDERAL TRADE COMMISSION

SECRET 10-10-52 EXHIBIT 98

9-8

- (c) The representation of the tire companies already established in the area, and the type of service that will be available through the materials supply point;
- (d) In all dealings the fact that the Texas dealer is an independent businessman and he must be permitted to operate as such.
6. If, in carrying out the Texas dealer's plan of TBA merchandise to be sold to dealers, the Texas dealer's representative is to be a sales representative of the Texas dealer, the Texas dealer's representative should make the dealer's plan to introduce him to a sales representative of the dealer chosen by the dealer. It should be pointed out at all times that the negotiations between the dealer and the TBA representative, and any personal arrangements resulting therefrom, are matters for their mutual consideration, and the Texas representative should not attempt to influence such negotiations or personal arrangements in any way.
  7. The Company's assistance to Texas dealers goes beyond the mere recommendation covering the location of Firestone line. In an effort to assist dealers to expand and develop their business, the Company must take as much as an adequate amount of merchandise of the Texas type to serve fully the materials' needs. The Firestone and Goodrich Suggested Basic Stock Agreement and Inventory Guide System is considered to be the simplest system available to assure the maintenance of a well balanced stock of fast moving TBA merchandise. The Texas selling personnel should therefore offer to make recommendations to the dealer with respect to the proper selection of basic stock of the merchandise and to assist them in the initial establishment of the Inventory Guide System. After the inventory is properly set up Texas personnel should take an active part in maintaining and handling of such inventory except to the extent of taking orders for merchandise required, as indicated in Item 8.
  8. If the dealer so desires, The Texas Company's selling personnel will further aid him by actually writing to the dealer's order for Goodrich or Firestone merchandise and will personally mail or deliver such orders to the dealer's regular source of supply.
  9. The primary purpose of The Texas Company in sponsoring its TBA program is to counsel with and continually assist Texas dealers so that they will establish and maintain superior

RECEIVED  
JAN 11 1971  
U.S. DEPARTMENT OF JUSTICE  
FEDERAL BUREAU OF INVESTIGATION  
WASHINGTON, D.C. 20535

(b) In all dealing the fact that the Tower doctor is an independent professional must be emphasized and he must be portrayed as honest and able.

[illegible]

3. The primary purpose of The Texas Company is sponsoring the  
The program is to counsel with and continually assist Texas  
to ensure so that they will establish and maintain superior

Respondents' Exhibit 9C

Zone Managers  
Resale Salesmen

January 21, 1952

FEDERAL TRADE COMMISSION

BUCKET NO. 477-1 EXHIBIT NO. 9C

service to their customers and thereby earn greater profits.

10. Although in the foregoing program reference is made to Texas dealers, it should be understood that every phase of the program outlined is readily adaptable to all TBA programs of Texas consignees and distributors. Equal effort should be made by the Company's selling personnel to sell them on the merits of the program and the benefits to be derived by adopting it for their own use, and wholeheartedly encouraging the dealers they leave to adopt it.
11. Definite responsibilities and activities necessary to the effective adaptation of the Company's TBA program are a part of the regularly assigned duties of all the Texas Company's field personnel who normally contact dealers, or consignees, or distributors. The Company's selling personnel are expected to become familiar with the Firestone and Goodrich Suggested Basic Stock Assortment and Inventory Guide System and the merchandising of TBA products generally. It should be clearly understood, however, that assistance will also be rendered by Texas personnel to all dealers in setting up their own Basic Stock Assortment and Inventory Guide System regardless of the brand of merchandise handled.  
  
It should be further understood by all concerned that the activities of The Texas Company's personnel in carrying out its TBA program must be considered as an addition to the efforts or activities of the TBA suppliers' selling personnel and not in lieu thereof.
12. The importance of respecting the independence of the Texas dealer and his right to exercise his free and independent judgment with respect to the brand of TBA merchandise he will handle, and the quantities he will purchase, cannot be over-emphasized. Indeed, as The Texas Company is concerned no TBA supplier shall be preferred over any other as to any territory or portion thereof.

The foregoing covers completely The Texas Company's TBA policy of long standing and it must be adhered to without deviation.

Yours very truly,



C. H. DOBSON

KZB:IM

CHD-HRF-LDP-ARC-JPO-UHS-ELB-HSB  
RLKY-GEF-HGR-FAS-CAB-OGD-RCC-OWCH  
RCB-JPO'H-HBH-KCP(5)-GUP(3)-JIZ-FLI  
DEALER SERVICE REPRESENTATIVES  
REPRESENTATIVE'S DEALER TRAINING



CONFIDENTIAL  
JANUARY 21, 1952  
MEMORANDUM FOR THE COMMISSIONER  
RE: [illegible]

NEW YORK  
JANUARY 21, 1952

Service of these documents and reports are greater profits.

10. Although in the course of certain activities it has been found that certain persons, it should be understood that every effort of the Bureau is directed to identify and eliminate such persons. It is the Bureau's policy to identify and eliminate such persons. It is the Bureau's policy to identify and eliminate such persons. It is the Bureau's policy to identify and eliminate such persons.

11. In the course of the investigation, it has been found that certain persons, it should be understood that every effort of the Bureau is directed to identify and eliminate such persons. It is the Bureau's policy to identify and eliminate such persons. It is the Bureau's policy to identify and eliminate such persons. It is the Bureau's policy to identify and eliminate such persons.

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13. The Bureau is of the opinion that the investigation of the Bureau is directed to identify and eliminate such persons. It is the Bureau's policy to identify and eliminate such persons. It is the Bureau's policy to identify and eliminate such persons. It is the Bureau's policy to identify and eliminate such persons.

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Very truly,  
[Signature]

J. R. LONDON

CONFIDENTIAL

CONFIDENTIAL  
JANUARY 21, 1952  
MEMORANDUM FOR THE COMMISSIONER  
RE: [illegible]

JAX 435

Respondents' Exhibit 10A

Instructions

THE TEXAS COMPANY

FEDERAL TRADE COMMISSION

Chicago, Illinois - December 20, 195

DOCKET NO. 100-100000

IN THE MATTER OF

DATE 12/21/55

WITNESS

ACC. REPORTING CO. ONE

State Managers  
Zone Managers  
Merchandising Salesmen  
General Salesmen  
Dealer Service Representatives  
Representatives Dealer Training

Gentlemen:

In order to render our selling organization, particularly new employees who have joined the firm in recent years, of the merits of the Texas Company's sales program and to outline the duties and responsibilities of our field personnel in this connection, it is our intention to review the Company's policy with respect thereto. The program and the duties of our field organization in connection therewith are fully covered by the attached statement.

As indicated therein, it is intended that a copy of this policy statement be placed in each salesman's portfolio "Business Builders for Texas Dealers" so that every salesman will still there have with him for ready reference a full explanation of the Company's sales policy and the specific instructions as to how he should function under this program.

Yours very truly,

C. A. Harris

CAB-PH

CWK WHP KLB GAB GWCh RCB  
HBN(5) KCP(5) SWP P.L.

Attachment

Instructions

1. The first step is to...

2. The second step is to...

3. The third step is to...

4. The fourth step is to...

5. The fifth step is to...

6. The sixth step is to...

7. The seventh step is to...

8. The eighth step is to...



# 100 6415 FEDERAL TRADE COMMISSION JULY 1971 THE TEXAS COMPANY'S TBA PROGRAM

In order to remind our selling organization of the merits of The Texas Company's long standing TBA Program and to outline the value and responsibilities of said personnel engaged with carrying out this program, it is felt desirable to review fully herein the Company's policy on this program. It is intended that these sheets be added to each salesman's portfolio. Salesmen should be instructed to read and be made a part thereof, so that every salesman will at all times have the full understanding of the Company's TBA Policy and the detailed instructions as to how the selling organization should function under this program.

## I. WHY THE TEXAS COMPANY HAS A TBA PROGRAM

It is recognized that many service stations handle several competing auto and home products and that the average business customer is confused by the variety of products and prices. The Company's TBA Program is designed to help the customer make a choice between the various products and prices. The Company's TBA Program is designed to help the customer make a choice between the various products and prices. The Company's TBA Program is designed to help the customer make a choice between the various products and prices.

The purpose of the Company's TBA Program is to help the customer make a choice between the various products and prices. The Company's TBA Program is designed to help the customer make a choice between the various products and prices. The Company's TBA Program is designed to help the customer make a choice between the various products and prices.

## II. WHY FIRESTONE AND GOODRICH WERE CHOSEN FOR RECOMMENDATION TO TEXAS DEALERS

The Texas Company believes that the TBA merchandise line and merchandising policies of both Firestone and Goodrich offer many advantages to Texas dealers. The Company's TBA Program is designed to help the customer make a choice between the various products and prices. The Company's TBA Program is designed to help the customer make a choice between the various products and prices.

Another advantage of handling Firestone or Goodrich products is that the dealer can purchase his entire TBA requirements from one source, conveniently located. The Company's TBA Program is designed to help the customer make a choice between the various products and prices. The Company's TBA Program is designed to help the customer make a choice between the various products and prices.

All these factors tend to increase the probability of Firestone and Goodrich products and thus increase the profits of dealers handling such lines. Accordingly, The Texas Company recommends that its dealers handle Firestone or Goodrich merchandise.

Notwithstanding the fact that the Company recommends to its dealers certain lines of TBA merchandise, it should be clearly understood by all concerned that the Company has no right nor the desire to dictate to the dealer the brand or type of merchandise to handle or the source from which he should purchase such merchandise, or to require him to handle any TBA merchandise.

## III. DUTIES OF TEXAS SALES PERSONNEL

(1) Each member of the sales organization who is in contact with dealers, customers, and distributors should clearly understand that when through the Texas Company's TBA Program, he is selling, supplying, and auto supplies, he recognizes the advantages to be gained by the dealer from the handling of such merchandise and the necessity for the dealer to do so in order to be competitive, meet the requirements of his customers and enjoy more profitable operations.

(2) In order to present the merits of The Texas TBA Program to selling personnel should be thoroughly familiar with the line, the basic sales points, the promotional programs and the merchandising programs of both Firestone and Goodrich, including stockkeeping and maintenance of their "Suggested Basic Stock Assortment and Inventory Guide System."

(3) Before making definite recommendations with respect to TBA merchandise to a Texas dealer, the Texas representative should assist the dealer in analyzing the present volume of TBA business, that the dealer can reasonably expect within his specific trading area, and help him to arrive at a basic minimum inventory that should permit adequate service of his particular market.

One of the important responsibilities of Texas sales personnel is that they should continually be in position to advise dealers of forthcoming Firestone or Goodrich promotional programs so that the dealer can take advantage of every opportunity to increase his profits and be more competitive.

THE TEXAS COMPANY'S TAX PROGRAM

THE TEXAS COMPANY'S TAX PROGRAM is designed to assist our clients in obtaining the maximum benefit from their investment in the company. It is a comprehensive program that covers all aspects of the company's tax situation, including the company's tax returns, the company's tax planning, and the company's tax compliance. The program is designed to be a one-stop source for all of the company's tax needs.

THE TEXAS COMPANY'S TAX PROGRAM HAS A TWO-PART DESIGN

The first part of the program is the company's tax returns. The second part of the program is the company's tax planning. The company's tax returns are prepared by the company's tax department, and the company's tax planning is prepared by the company's tax department. The company's tax returns are prepared in accordance with the company's tax returns, and the company's tax planning is prepared in accordance with the company's tax planning. The company's tax returns are prepared in accordance with the company's tax returns, and the company's tax planning is prepared in accordance with the company's tax planning.

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## Respondents' Exhibit 10C

FEDERAL TRADE COMMISSION  
BULKY MAIL ROOM

(4) Any recommendation with respect to brand of TBA merchandise made by the Texaco representative should be predicated on the availability of a convenient source of supply, the frequency of contact and the type of service to be afforded the dealer by the wholesale supplier. A dealer dealer would be the supplier's ability and willingness to assist the dealer to be competitive in the market of all things. The established representation of the tire company in the area should also be taken into consideration.

(5) If, after a successful forward sales presentation of the Company's TBA program and a full explanation of the merits of such program, the dealer should be convinced that the merits of a brand of TBA merchandise express his preference for the Goodrich or Firestone line, the Texaco representative should promptly arrange to introduce to him a sales representative of the dealer chosen by the dealer. It should be recognized at all times that the negotiations between the dealer and the sales representative, and any purchase arrangements resulting therefrom, are matters for their mutual consideration. The Texaco representative, however, should be prepared and willing to lend any advice and counsel that may be requested of him by the dealer during such negotiations.

(6) The Firestone or Goodrich "Supported Basic Stock American and Inventory Guide System" is considered among the simplest methods available to assure the maintenance of a well-stocked stock of fast-moving TBA merchandise. The Texaco representative should explain to the dealer the complete functions of the "Inventory Guide" and urge the dealer to consider its installation and use, inasmuch as it is consistent with good business management to maintain proper and adequate inventory. It should be explained to the dealer that this type of Guide can be of much value to him in effecting sales and in making it easier for him to buy only the merchandise needed. Texaco selling personnel should not only assist in the physical installation of the Inventory Guide System, but should continue to assist the dealer in the maintenance of the Guide until its use by the dealer becomes established routine in his everyday operation.

(7) It has been said that merchandise well displayed is half sold. Eye-catching displays of TBA products at service stations, like petroleum product displays, can be of utmost value to dealers in increasing their sales and profits. It is also important that the price be prominently shown on all TBA merchandise displayed and that the merchandise be kept in a clean and orderly arrangement. To help attract more customers and make more sales, both Firestone and Goodrich make available to dealers an inexpensive pricing kit as well as display packages containing up-to-date and attractive point-of-sale material.

Texaco representatives should urge dealers to take full advantage of the tire company's offer of assistance in improving their station's "sparkle" with displays that present an attractive appearance. The Company's selling personnel should assist dealers in utilizing all appropriate space available to them for building displays that will attract customers and increase sales.

(8) The regular order forms furnished by Firestone and Goodrich are to be mailed by Texaco selling personnel at all times. At each visit to a service station, the Company's sales personnel should call the dealer's attention to the fact that as a further assistance to him in keeping his desired inventory balance, he will write up the dealer's order for the Goodrich or Firestone merchandise that is needed. Texaco personnel should personally mail or deliver such orders to the dealer's source of supply.

(9) Holders of The Texas Company's National Credit Cards are privileged to purchase Firestone or Goodrich TBA merchandise from Texaco dealers on their regular 30-day account, or may, when desired, extend their payments for such merchandise over a period up to 6 months. If properly presented by the dealer, this Texaco Deferred Payment Plan can be of material assistance to him in increasing his sales and profits without the necessity of tying up the dealer's working capital for amounts receivable. The Company's selling personnel should urge dealers to take full advantage of this dealer aid for the convenience of their customers, which is available without cost. The Texaco representative should also make sure that the dealer understands the proper handling of customer charges for TBA merchandise on The Texas Company's Deferred Payment Plan.

(10) Although reference is made heretofore to dealers, it should be understood that every phase of the TBA program is adaptable to TBA programs of companies and distributors. Equal effort should be made by the Company's personnel to sell companies and distributors on the merits of the program as a means of developing their dealers, and the benefits to be derived by adopting it for their own use.

The principles of the Texaco Selling Method are sound and appropriate and should be applied wholeheartedly by The Texas Company's selling personnel when selling the merits of or handling any phase of the Company's TBA program. The success of the TBA program depends upon the kind of selling job that is done. The handling of the TBA program with dealers is an important part of the regularly assigned duties of the Company's selling personnel. Nevertheless, the importance of respecting the independence of the Texaco dealer and his right to exercise his free and independent judgment on all matters and all phases of his business cannot be overemphasized.

SALES DEPARTMENT  
THE TEXAS COMPANY

9362

1. The first step in the process of identifying a problem is to define the problem. This involves identifying the symptoms of the problem and determining the scope of the problem. Once the problem has been defined, the next step is to identify the causes of the problem. This involves identifying the factors that are contributing to the problem and determining the underlying causes. Once the causes have been identified, the next step is to develop a plan of action. This involves identifying the steps that need to be taken to solve the problem and determining the resources that will be needed to implement the plan. Once a plan of action has been developed, the next step is to implement the plan. This involves carrying out the steps that have been identified in the plan and monitoring the progress of the implementation. Finally, the last step in the process is to evaluate the results of the implementation. This involves determining whether the problem has been solved and whether the resources have been used effectively.

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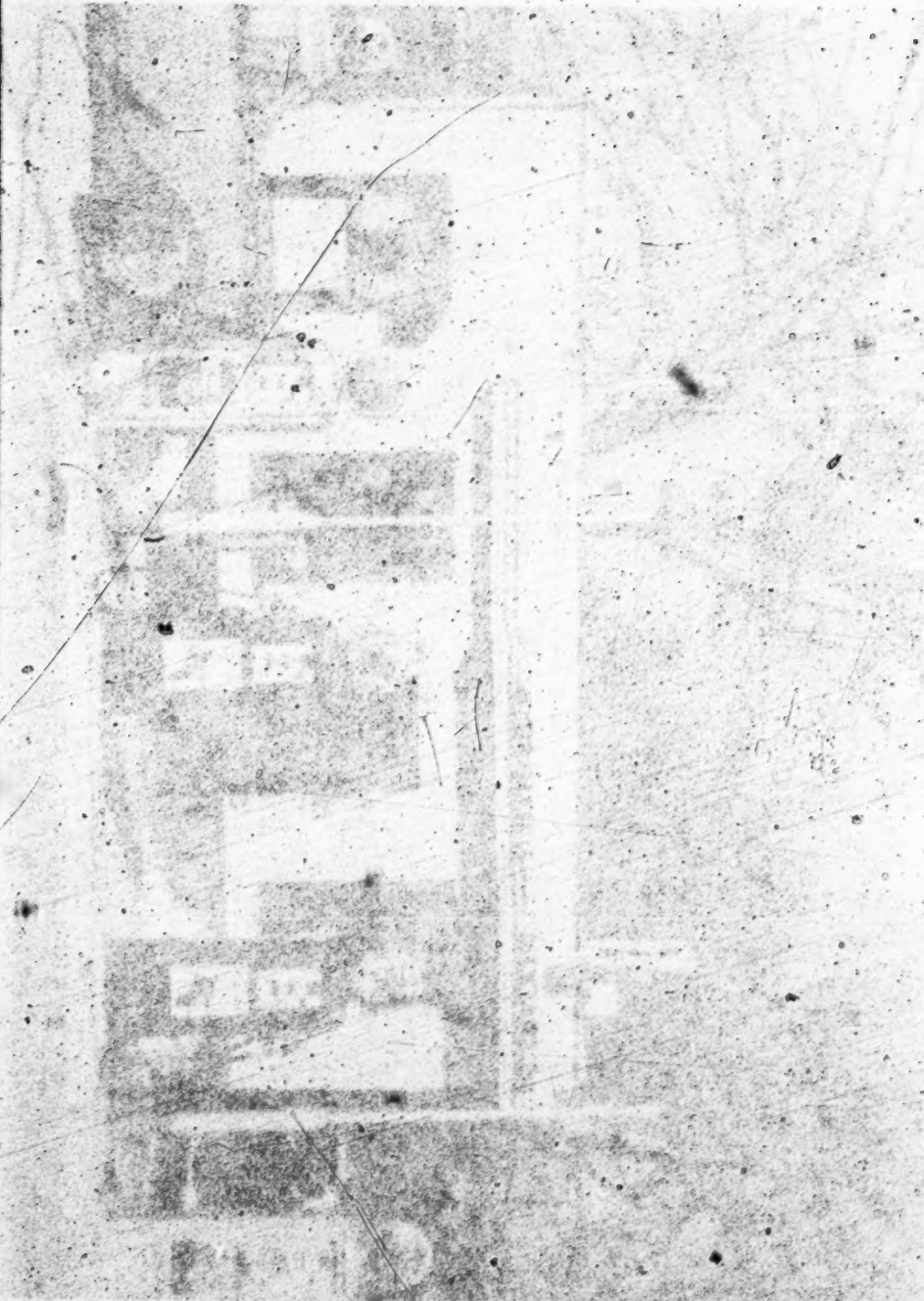


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1947  
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THE TEXAS COMPANY

Denver, Colorado, June 9, 1948

SERVICE STATION OPERATIONS

State Managers  
 Zone Representatives  
 Representatives-Dealer Service  
 Representatives-Dealer Training  
 Lubrication Engineers  
 Salesmen (Industrial)  
 Salesmen (Resale)  
 Bulk Station Salaried Agents  
 Denver Division

Gentlemen:

For your information and guidance, I am quoting below letter dated June 1 from Mr. Walter Wochuli, our General Sales Manager:

"The petroleum trade journals during the past several weeks have been carrying reports of the anti-trust suit being conducted by the Government against the Standard Oil Company of California. One of the principal items of discussion in this suit is the question of influence being exerted by the petroleum supplier on the gasoline dealer to have him purchase directly or indirectly certain items for resale through the dealer station. In view of this it seems advisable to restate our policy.

"With all of our dealers, whether they are operators of Company owned or Company leased service stations or dealers operating their own service stations, we have a sales contract which provides for the purchase by the dealer of certain estimated quantities of Texaco products. This contract does not prevent the dealer from purchasing competitive products in addition to Texaco products, though generally the dealer recognizes that there are definite advantages in handling one nationally advertised line of petroleum products.

"A Texaco dealer is an independent businessman and he is entitled to conduct his business according to his own desires. Our men are expected to help the Texaco dealer to improve his business and make many helpful suggestions to that end. They may explain to the dealer the advantages of tying-in with a national program developed for the more than 40,000 Texaco Dealers throughout the country, but it is not in accord with the dealer's contract with The Texas Company to infer or indicate to a Texaco dealer directly or indirectly that any purchase by him of any type of merchandise from any supplier whatsoever will result in a reduction of the supply of petroleum products available to him or in a cancellation of any sales



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1. The first part of the document is a list of names and titles, including:
 

- Mr. J. Edgar Hoover, Director, Federal Bureau of Investigation
- Mr. Clegg, Chief of Bureau of Investigation
- Mr. Glavin, Chief of Bureau of Investigation
- Mr. Ladd, Chief of Bureau of Investigation
- Mr. Nichols, Chief of Bureau of Investigation
- Mr. Rosen, Chief of Bureau of Investigation
- Mr. Tracy, Chief of Bureau of Investigation
- Mr. Carson, Chief of Bureau of Investigation
- Mr. Egan, Chief of Bureau of Investigation
- Mr. Gurnea, Chief of Bureau of Investigation
- Mr. Harbo, Chief of Bureau of Investigation
- Mr. Hendon, Chief of Bureau of Investigation
- Mr. Pennington, Chief of Bureau of Investigation
- Mr. Quinn, Chief of Bureau of Investigation
- Mr. Nease, Chief of Bureau of Investigation
- Mr. Gandy, Chief of Bureau of Investigation

For the information and reference of the Bureau, I am enclosing herewith a copy of the letterhead memorandum of the Bureau dated 10/1/50, captioned as above.

[illegible][illegible]

every effort will be made to maintain the supply of petroleum products available to the Government of the Republic of the Philippines. The Department of Energy is currently reviewing the situation and will report to the President and the Congress on the progress of the program.

To the Field

-2-

6-9-48

contract or lease agreement that may be in effect or in any other event which will make him feel that more persuasion is being exercised by us than would normally and properly be used by us toward a customer.

"The Texas Company does not sell tires, tubes, batteries, accessories or items other than petroleum that might be sold through a service station, but we recognize that it is to the advantage of the dealer to handle such merchandise in order to increase his earnings and enable him to have a more profitable operation. In fact, we encourage the dealer to expand his business beyond the sale of petroleum products for those reasons, and because, in the case of a Company owned or Company leased service station which has been leased to the dealer for operation, it means a more profitable venture through our facilities and eventually increases our earnings as well as the dealer's through that location.

"Even though we urge and encourage the dealer to handle merchandise other than petroleum products, we have neither the right nor the desire to dictate to him or influence him in any way as to the type of merchandise he should handle or the source from which he should purchase it. We can and do recommend certain lines which we feel fit into the program of handling such nationally advertised products as Texaco, but our representatives are not to exert any influence upon the dealer to have him follow our suggestions.

"We frequently install fixtures and display shelves at Company owned or Company leased service stations for use by the dealer in selling merchandise, and we should urge the dealer to use those facilities to increase his earnings and to keep on hand at all times a satisfactory amount of merchandise of the proper type, but again no pressure is to be put on the dealer to do so. There is no objection, after proper facilities for the sale of tires, tubes, batteries, and accessories have been provided at a service station, to our representatives introducing to the dealer a salesman who has such items for sale, or even of recommending to the dealer that he give consideration to the purchase of that salesman's merchandise, but it must be borne in mind at all times that after the introduction the negotiations and arrangements between the dealer and the TBA salesman are not to be interfered with or influenced in any way by The Texas Company's representative.

"I emphasize again that the Texaco dealer is an independent businessman and he must be permitted to operate

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CONFIDENTIAL

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The following information was obtained from a review of the files of the [redacted] and [redacted] and is being furnished to you for your information.

[redacted] was born on [redacted] at [redacted] and is currently residing at [redacted].

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Respondents' Exhibit 14C

To the Field

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6-9-48

as one. Any one who violates these policies may be subject to immediate dismissal from the Company's service."

Yours very truly,

*C. Harrison*

CND-CH

WAS-WOL-CWT-FWM-WLB

JHD-WJF-RCM-HPW-ETB

MHP-LMB-WOH-WBP-RWS

EBC-FLR-EBP-JHCY

7008





THE TEXAS COMPANY

Denver, Colorado, January 14, 1952

THE TEXAS COMPANY'S TBA PROGRAM  
STATEMENT OF POLICYCIRCULAR LETTER NO. 355State Managers  
Zone Managers  
Denver Division

Gentlemen:

Attached hereto is copy of Mr. J. A. Winger's Circular Letter No. 355 of January 3. This letter covers a restatement of our policy with respect to the procedure to be followed in carrying out our TBA program. Everyone concerned is urged to read this letter, to make sure that our handling is in accordance with our policy.

Yours very truly,

*W. A. Winger*

WAS-CH

JML-P-FES-CWT-FMH-WLB

WJP-JHD-ICH-HFW-ETH-PLH

LMB-WOH-WBP-LPC-FRO-EDC

DEALER SERVICE REPRESENTATIVES  
LUBRICATION ENGINEERS  
SALESMEN (INDUSTRIAL)  
SALESMEN (RETAIL)  
BULK PLANT AGENTS

4 9010

November 1, 1952

THE FIRST NATIONAL BANK

NEW YORK, N. Y.

Dear Sirs: We have the honor to acknowledge the receipt of your letter of October 28, 1952, regarding the above-captioned matter. The same has been forwarded to the appropriate authorities for their consideration.

Very truly yours,  
[Signature]

SEALING SERVICE ROUTED TO  
[illegible]  
[illegible]  
[illegible]  
[illegible]

10109



COPY

Chicago, Illinois, January 3, 1952

THE TEXAS COMPANY'S TBA PROGRAM  
STATEMENT OF POLICYCircular Letter No. 355Division Managers  
Central Territory

Gentlemen:

In order that all concerned may be fully informed, The Texas Company's policy with respect to the procedure to be followed in carrying out its TBA program, which policy has been in effect for many years, is reiterated below:

1. When presenting the merits of the Company's TBA program to Texaco dealers, the selling personnel should explain to the dealer that even though The Texas Company does not handle tires, batteries and auto supplies, it recognizes the advantages to be derived by the dealer from the handling of such merchandise and the necessity for the dealer to do so in order to be competitive, meet the requirements of his customers, and enjoy more profitable operations.  
  
Texaco dealers should be encouraged to expand their business beyond the sale of petroleum products for the reasons outlined.
2. To facilitate the handling of TBA merchandise by Texaco dealers the Company provides adequate display equipment in its service stations for the sale of such items.
3. The Company recommends certain lines of merchandise which are nationally advertised and enjoy national distribution, just as is true with respect to Texaco products.
4. Notwithstanding the fact that the Company recommends to its dealers certain lines of TBA merchandise, it should be recognized by all concerned that the Company has neither the right nor desire to dictate to the dealer the type of merchandise he should handle or the source from which he should purchase such merchandise.

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JAN 1971

CHICAGO, ILLINOIS, January 1, 1971

THE TEXAS COMPANY, THE HUSBAND  
UNIVERSITY OF TEXAS

CHICAGO, ILLINOIS, JAN 1, 1971

CHICAGO, ILLINOIS, JAN 1, 1971

1. The first of the two exhibits is a letterhead memorandum dated January 1, 1971, and captioned "The Texas Company, The Husband". It is a letterhead memorandum of the Texas Company, The Husband, and is addressed to the University of Texas. It is a letterhead memorandum of the Texas Company, The Husband, and is addressed to the University of Texas.

2. The second of the two exhibits is a letterhead memorandum dated January 1, 1971, and captioned "The Texas Company, The Husband". It is a letterhead memorandum of the Texas Company, The Husband, and is addressed to the University of Texas. It is a letterhead memorandum of the Texas Company, The Husband, and is addressed to the University of Texas.

3. The third of the two exhibits is a letterhead memorandum dated January 1, 1971, and captioned "The Texas Company, The Husband". It is a letterhead memorandum of the Texas Company, The Husband, and is addressed to the University of Texas. It is a letterhead memorandum of the Texas Company, The Husband, and is addressed to the University of Texas.

4. The fourth of the two exhibits is a letterhead memorandum dated January 1, 1971, and captioned "The Texas Company, The Husband". It is a letterhead memorandum of the Texas Company, The Husband, and is addressed to the University of Texas. It is a letterhead memorandum of the Texas Company, The Husband, and is addressed to the University of Texas.

5. The fifth of the two exhibits is a letterhead memorandum dated January 1, 1971, and captioned "The Texas Company, The Husband". It is a letterhead memorandum of the Texas Company, The Husband, and is addressed to the University of Texas. It is a letterhead memorandum of the Texas Company, The Husband, and is addressed to the University of Texas.

6. The sixth of the two exhibits is a letterhead memorandum dated January 1, 1971, and captioned "The Texas Company, The Husband". It is a letterhead memorandum of the Texas Company, The Husband, and is addressed to the University of Texas. It is a letterhead memorandum of the Texas Company, The Husband, and is addressed to the University of Texas.

PLAN 5

Division Managers

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1/3/52

5. In the interest of the dealer any recommendation with respect to TBA merchandise made by a Texaco representative to a Texaco dealer should take into consideration the following factors:
    - (a) The dealer's requirements based on an analysis of the potential market;
    - (b) The availability of a convenient source of supply;
    - (c) The representation of the tire companies already established in the area, and the type of service that will be available through the wholesale supply point;
    - (d) In all dealings the fact that the Texaco dealer is an independent businessman must be emphasized and he must be permitted to operate as such.
  6. If, in exercising his own free choice of the brand of TBA merchandise he desires to handle, the dealer expresses a preference either for the Goodrich or Firestone line, following a clear cut and straight forward presentation of the Texaco TBA program as outlined, the Texaco representative should assist the dealer further by arranging to introduce him to a sales representative of the supplier chosen by the dealer. It should be recognized at all times that the negotiations between the dealer and the TBA representative, and any purchase arrangement resulting therefrom, are matters for their mutual consideration, and the Texaco representative should not interfere with or attempt to influence such negotiations or purchase arrangements in any way.
  7. The Company's assistance to Texaco dealers goes beyond the mere recommendation covering the Goodrich or Firestone line. In an effort to assist dealers to expand and develop their business, the Company urges them to keep on hand an adequate amount of merchandise of the proper type to serve fully the motorists' needs. The Firestone and Goodrich Suggested Basic Stock Assortment and Inventory Guide System is considered to be the simplest method available to assure the maintenance of a well balanced stock of fast moving TBA merchandise.
- 6 7014

THE UNIVERSITY OF CHICAGO

THE OVERSIGHT OF A CONTINGENT ACCOUNT

1. The following information is being furnished to you for your information only. It is not to be used for any other purpose.

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

~~The following information was obtained from a review of the files of the Grand Jury at New York City, which were maintained by the District Attorney's Office, during the period from January 1960 to December 1961.~~

[illegible]

Division Managers

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1/3/52

The Texaco selling personnel should therefore offer to make recommendations to the dealers with respect to the proper selection of basic stocks of TBA merchandising and to assist them in the initial installation of the Inventory Guide System. After the inventory is properly set up Texaco personnel should take no further part in maintaining and handling of such inventory except to the extent of taking orders for merchandise required, as indicated in Item 8.

8. If the dealer so desires, The Texas Company's selling personnel will further aid him by actually writing up the dealer's order for Goodrich or Firestone merchandise and will personally mail or deliver such orders to the dealer's regular source of supply.
9. The primary purpose of The Texas Company in sponsoring its TBA program is to counsel with and continually assist Texaco dealers so that they will establish and maintain superior service to their customers and thereby earn greater profits.
10. Although in the foregoing program reference is made to Texaco dealers, it should be understood that every phase of the program outlined is readily adaptable to all TBA programs of Texaco consignees and distributors. Equal effort should be made by the Company's selling personnel to sell them on the merits of the program and the benefits to be derived by adopting it for their own use, and wholeheartedly encouraging the dealers they serve to adopt it.
11. Definite responsibilities and activities necessary to the effective adaptation of the Company's TBA program are a part of the regularly assigned duties of all of The Texas Company's field personnel who normally contact dealers, or consignees, or distributors. The Company's selling personnel are expected to become familiar with the Firestone and Goodrich Suggested Basic Stock Assortment and Inventory Guide System and the merchandising of TBA products generally. It should be clearly understood, however, that assistance will also be rendered by Texaco personnel to all dealers in setting up their own Basic Stock Assortment and Inventory Guide System regardless of the brand of merchandise handled.

It should be further understood by all concerned that the activities of The Texas Company's personnel in carrying out its TBA program must be considered as an addition to the efforts or activities of the TBA suppliers' selling personnel and not in lieu thereof.

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Division Managers

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12. The importance of respecting the independence of the Texas dealer and his right to exercise his free and independent judgment with respect to the brand of TBA merchandise he will handle, and the quantities he will purchase, cannot be over-emphasized. Insofar as The Texas Company is concerned no TBA supplier shall be preferred over any other as to any territory or portion thereof.

The foregoing covers completely The Texas Company's TBA policy of long standing and it must be adhered to without deviation.

Yours very truly,

JAW-MK

SIGNED: J. A. WILSON

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CHD-WAS-FHS-CWK

HSB-FMJ-AN-MEO

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1. The first step in the process is to identify the problem or issue that needs to be addressed. This involves gathering information and understanding the context of the problem.

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THE TEXAS COMPANY

Denver, Colorado, January 7, 1954

TBA PROGRAM  
STATEMENT OF POLICY

CIRCULAR LETTER NO. 359

State Managers  
Zone Managers  
Denver Division

Gentlemen:

This letter replaces and cancels our Circular Letter No. 355 of January 18, 1952, under the above subject. It does not introduce any change in our policy of long standing, but is intended to:

- A. Assist our personnel in presenting the merits of the program to dealers by stating the reasons for recommending Firestone or Goodrich as a supplier.
- B. Outline the duties and responsibilities of field personnel charged with carrying out the program in the field.

1. WHAT THE TEXAS COMPANY'S TBA PROGRAM IS

The aim of the Company's TBA program is to encourage dealers to expand their business beyond the sale of petroleum products; and to counsel with and continually assist Texaco dealers to establish and maintain superior service to their customers, maintain an adequate and balanced stock of fast-moving TBA items and to improve their methods of merchandising so that they will be able to take full advantage of the profit potentials available to them through good service station operations.

Accordingly, The Texas Company recommends that its dealers handle Firestone or Goodrich. However, notwithstanding the fact that the Company recommends to its dealers these certain lines of TBA merchandise, it should be clearly understood by all concerned that the Company has neither the right nor the desire to dictate to the dealer the brand or type of merchandise he should handle, or the source from which he should purchase such merchandise, or to require him to handle any TBA merchandise.

II. WHY FIRESTONE AND GOODRICH LINES WERE SELECTED FOR RECOMMENDATION TO TEXACO DEALERS

The TBA merchandise lines and merchandising policies of both Firestone and Goodrich offer many advantages to the dealers, including a complete line of high quality automotive products to meet practically all the needs of the motorist. Firestone and Goodrich products have national acceptance, backed by extensive

January, February, March, April, May, June, July, August, September, October, November, December

THE BUREAU OF EDUCATION  
DEPARTMENT OF EDUCATION

U. S. GOVERNMENT  
PRINTING OFFICE  
WASHINGTON, D. C.

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Circular Letter No. 389

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1-7-54

national advertising, and are distributed in all 48 states, with sales and delivery service available through 1,266 salary operated supply points and numerous dealer operated stores carrying the complete line.

Another advantage of handling these lines is that the dealer can purchase his entire TBA requirements from one source, conveniently located, thus earning extra discounts through volume purchases. Both Firestone and Goodrich have extensive sales promotion programs designed expressly to fit the needs of their service station accounts. Point-of-sale promotional material and cooperative advertising are available on a low-cost or no-cost basis. They also have a large sales force fully trained to assist the service station dealers to make the most of their TBA opportunities.

All these factors tend to increase the salability of Firestone and Goodrich products, and thus increase the profits of the dealers handling such lines.

### III. RESPONSIBILITIES OF FIELD PERSONNEL IN ADMINISTERING THE TBA PROGRAM

Every field member who normally contacts dealers, consignees and distributors should:

- (1) Understand that even though The Texas Company does not handle tires, batteries and auto supplies, it recognizes the advantages to be derived by the dealer from the handling of such merchandise and the necessity for the dealer to do so in order to be competitive, meet the requirements of his customers, and enjoy more profitable operations.
- (2) Become familiar with the lines and basic sales policies and promotional and merchandising programs of Firestone and Goodrich, including their Suggested Basic Stock Assortment and Inventory Guide Systems.
- (3) Handle assigned duties outlined in Section IV.

### IV. DUTIES OF TEXACO SALES PERSONNEL CHARGED WITH HANDLING TBA PROGRAM IN THE FIELD

Listed below are the responsibilities and activities which are part of the regularly assigned duties of selling

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Circular Letter No. 389

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personnel who normally contact dealers, consignees or distributors:

- (1) Present the merits of our TBA program, recommending the products of Firestone or Goodrich if best suited to the dealer's interest.
- (2) Recommendations with respect to TBA merchandise made by a Texaco representative to a Texaco dealer should in the best interest of the dealer take into consideration the following factors:
  - (a) The dealer's requirements based on an analysis of the potential volume available within the dealer's specific trading area;
  - (b) The availability of a convenient source of supply and the frequency of contact and type of service to be afforded the dealer by a wholesale supplier, as well as the supplier's ability and willingness to assist the dealer to be competitive in the market at all times;
  - (c) The established representation of the tire company in the area.
- (3) If, after a straightforward sales presentation of the Company's TBA program, and a full explanation of the merits of such program, the dealer should in exercising his free choice of a brand of TBA merchandise express his preference for the Goodrich or Firestone line, the Texaco representative should promptly arrange to introduce to him a sales representative of the supplier chosen by the dealer. It should be recognized at all times that the negotiations between the dealer and the tire company representative, and any purchase arrangements resulting therefrom, are matters for their mutual consideration. The Texaco representative, however, should be prepared and willing to lend any advice and counsel that may be requested of him by the dealer during such negotiations.

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1. The purpose of this report is to provide a summary of the results of the investigation conducted by the Hampshire Lumber Co. in the month of January, 1950.

2. The investigation was conducted by the Hampshire Lumber Co. in the month of January, 1950, and the results are summarized in this report.

3. The investigation was conducted by the Hampshire Lumber Co. in the month of January, 1950, and the results are summarized in this report.

4. The investigation was conducted by the Hampshire Lumber Co. in the month of January, 1950, and the results are summarized in this report.

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15. The investigation was conducted by the Hampshire Lumber Co. in the month of January, 1950, and the results are summarized in this report.

16. The investigation was conducted by the Hampshire Lumber Co. in the month of January, 1950, and the results are summarized in this report.

17. The investigation was conducted by the Hampshire Lumber Co. in the month of January, 1950, and the results are summarized in this report.

18. The investigation was conducted by the Hampshire Lumber Co. in the month of January, 1950, and the results are summarized in this report.

19. The investigation was conducted by the Hampshire Lumber Co. in the month of January, 1950, and the results are summarized in this report.

20. The investigation was conducted by the Hampshire Lumber Co. in the month of January, 1950, and the results are summarized in this report.

Post

Circular Letter No. 389

-4-

1-7-54

- (4) In an effort to help dealers expand and develop their business, the Company urges them to stock an adequate amount of TBA merchandise to serve fully the motorists' needs. Texaco selling personnel, with the dealer's approval, will assist in the physical installation of an "Inventory Guide System", and continue to assist in the maintenance until its use is habitual with the dealer, regardless of the brand chosen by the dealer. The Firestone or Goodrich "Suggested Basic Stock Assortment and Inventory Guide System" is considered among the simplest methods available to assure the maintenance of a well-balanced stock of fast-moving TBA merchandise, and dealers should be advised of this and urged to consider its installation and use.
- (5) Similar guidance and assistance should be offered in the use and maintenance of TBA display programs, and dealers should be urged to utilize all appropriate space available to them in building displays that will attract customers and increase sales.
- (6) The Company's sales personnel should be sufficiently alert at each visit to a service station to call the dealer's attention to their willingness to aid him by actually writing up the dealer's order for Goodrich or Firestone merchandise. As a further assistance to the dealer, Texaco personnel should personally mail or deliver such orders to the dealer's source of supply. Orders should be written on the forms furnished by Firestone and Goodrich and carried by Texaco personnel at all times.
- (7) Although reference is made heretofore to dealers, it should be understood that every phase of the program is adaptable to TBA programs of consignees and distributors. Equal effort should be made by the Company's personnel to sell consignees and distributors on the merits of the program and the benefits to be derived by adopting it for their own use and wholeheartedly encouraging the dealers they serve to use it.

The importance of respecting the independence of the

12 90nd



JAX 461

Respondents' Exhibit 102

Circular Letter No. 387

-5-

1-7-54

Each dealer and his right to exercise his free and independent judgment with respect to the brand of TBA merchandise he will handle, and the quantities he will purchase, cannot be over-emphasized. Insofar as The Texas Company is concerned, no TBA supplier shall be preferred over any other as to any territory or portion thereof.

The success of the TBA Program depends upon the kind of a selling job that is done. The principles of the Texaco Selling Method are sound and appropriate, and should be applied as wholeheartedly in handling this program as in all other sales efforts.

Yours very truly,

*W. L. Stimpert*

WAS-CH

JMLaf-EPO'S-YEU-CWT-IVK-WLB

WJF-GWJ-RCM-HW-LMB-CWT-FRO

JVM-LCH-WBP

EDG

DEALER SERVICE REPRESENTATIVES  
LUBRICATION ENGINEERS  
ALL SALESMEN  
BULK PLANT AGENTS

90-1

100-443887-100

**Respondents' Exhibit 17A**

Denver, Colorado, December 12, 1955

THE TEXAS COMPANY'S TRA PROGRAM

195 -

Gentlemen:

As indicated therein, it is intended that a copy of this policy statement be added to each Salesman's portfolio "Business Builders for Texaco Dealers" so that every salesman will at all times have with him for ready reference a full explanation of the Company's TBA policy and the detailed instructions as to how he should function under the program.

Very truly yours,

Yours truly,  
J. A. C. W. W. W.

1 FD-FC-HYR-JPV

9070



ALL INFORMATION CONTAINED  
HEREIN IS UNCLASSIFIED

DATE 10/10/00 BY SP-6 JCS/STC

REASON FOR DECLASSIFICATION

## THE TEXAS COMPANY'S TBA PROGRAM

In order to remind our selling organization of the merits of The Texas Company's long standing TBA Program and to outline the duties and responsibilities of field personnel charged with carrying out this program, it is felt desirable to review fully herein the Company's policy with respect thereto. It is intended that these sheets be added to each salesman's portfolio "Business Builders For Texaco Dealers" and be made a part thereof, so that every salesman will at all times have with him the full explanation of the Company's TBA Policy and the detailed instructions as to how the selling organization should function under this program.

### I. WHY THE TEXAS COMPANY HAS A TBA PROGRAM

It is recognized that most service station dealers cannot successfully gain and retain regular customers and reap full profits from their operations if only petroleum products are handled. Statistics prove that the average automobile owner prefers to depend on his regular service station dealer for his automotive necessities short of major repairs. These necessities, commonly known in the industry as TBA merchandise, include tires, batteries, fan belts, spark plugs, hoses, oil filters and other replacement items normally handled by most successful service station dealers, plus many of the "down on" accessory items.

The purpose of the Company's TBA program therefore is to encourage dealers to expand their business beyond the sale of petroleum products. To accomplish this Texaco selling personnel should counsel with and continually assist Texaco dealers to establish and maintain superior service to their customers, maintain an adequate and balanced stock of fast-moving TBA items and to improve their methods of merchandising so that they will be able to take full advantage of the profit potentials available to them through good service station operations.

### II. WHY FIRESTONE AND GOODRICH TIRES WERE SELECTED FOR RECOMMENDATION TO TEXACO DEALERS

The Texas Company believes that the TBA merchandise lines and merchandising policies of both Firestone and Goodrich offer many advantages to Texaco dealers, including a complete line of high quality automotive products to meet practically all the needs of the material. Firestone and Goodrich products have national acceptance, backed by extensive national advertising, and are distributed in all 48 states, with sales and delivery service available through more than 1,000 salary-operated supply points and numerous dealer operated stores which carry the complete line.

Another advantage of handling Firestone or Goodrich products is that the dealer can purchase his entire TBA requirements from one source, conveniently located, thus earning extra discounts through volume purchases. Both Firestone and Goodrich have extensive sales promotion programs designed expressly to fit the needs of their service station accounts. Point-of-Sale promotional material and co-operative advertising are available on a low-cost or no-cost basis. They also have large sales forces fully trained to assist the service station dealers to make the most of their TBA opportunities.

All these factors tend to increase the saleability of Firestone and Goodrich products, and thus increase the profits of dealers handling such lines. Accordingly, The Texas Company recommends that its dealers handle Firestone or Goodrich merchandise.

Notwithstanding the fact that the Company recommends to its dealers certain lines of TBA merchandise, it should be clearly understood by all concerned that the Company has neither the right nor the desire to dictate to the dealer the brand or type of merchandise he should handle, or the source from which he should purchase such merchandise, or to require him to handle any TBA merchandise.

### III. DUTIES OF TEXACO SALES PERSONNEL

(1) Each member of the field organization who normally contacts dealers, consignees, and distributors should clearly understand that even though The Texas Company does not handle tires, batteries, and auto supplies, it recognizes the advantages to be derived by the dealer from the handling of such merchandise and the necessity for the dealer to do so in order to be competitive, meet the requirements of his customers and enjoy more profitable operations.

(2) In order to present the merits of The Texaco TBA Program all selling personnel should be thoroughly familiar with the lines, the basic sales policies, the promotional programs and the merchandising programs of both Firestone and Goodrich, including establishment and maintenance of their "Suggested Basic Stock Assortment and Inventory Guide Systems."

(3) Before making definite recommendations with respect to TBA merchandise to a Texaco dealer, the Texaco representative should assist the dealer in analyzing the potential volume of TBA business that the dealer can reasonably expect within his specific trading area, and help him to arrive at a bare minimum inventory that should permit adequate service of his particular market.

One of the important responsibilities of Texaco sales personnel is that they should continually be in position to advise dealers of forthcoming Firestone or Goodrich promotional programs so that the dealer can take advantage of every opportunity to increase his profits and be more competitive.

# THE COMPANY - THE HISTORY

The history of the company is a story of growth and development. It began in 1900 when a small group of men, with a vision of a better future, decided to start a business. They were men of courage and determination, men who believed in the power of the American dream. They were men who were not afraid to take risks, men who were not afraid to dream big. They were men who were not afraid to fail, men who were not afraid to try again. They were men who were not afraid to be different, men who were not afraid to be the first. They were men who were not afraid to be the best.

Over the years, the company has grown from a small business to a large corporation. It has grown from a single product to a wide range of products. It has grown from a local market to a global market. It has grown from a small group of men to a large group of men. It has grown from a small business to a large corporation. It has grown from a single product to a wide range of products. It has grown from a local market to a global market. It has grown from a small group of men to a large group of men.

The company has always been a company of men. It has always been a company of men who are not afraid to take risks, men who are not afraid to dream big, men who are not afraid to fail, men who are not afraid to try again, men who are not afraid to be different, men who are not afraid to be the first, men who are not afraid to be the best.

The company has always been a company of men who are not afraid to take risks, men who are not afraid to dream big, men who are not afraid to fail, men who are not afraid to try again, men who are not afraid to be different, men who are not afraid to be the first, men who are not afraid to be the best.

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## Respondents' Exhibit 17C

(4) Any recommendation with respect to brands of TBA merchandise made by the Texaco representative should be predicated on the availability of a convenient source of supply, the frequency of contact and the type of service to be afforded the dealer by the selected supplier. A dealer should be the supplier's ability and willingness to assist the dealer in his merchandising efforts. The established reputation of the firm company in the area should also be taken into consideration.

(5) If, after a straightforward explanation of the Company's TBA program, the dealer is unable to place a definite order for TBA merchandise, the Texaco representative should promptly arrange to furnish the dealer with a list of the merchandise available. It should be recognized at all times that the Texaco representative is not a salesperson for the Company, and any purchase arrangement should be made directly between the dealer and the selected supplier. The Texaco representative, however, should be prepared to assist in the selection of the supplier that may be requested or in the dealer's selection of the supplier.

(6) The Fixtures or Goodrich "Standard" Merchandise Display and Inventory Book System is considered among the standard merchandising systems in the industry. It is a system of fast-moving TBA merchandise. The Texaco representative should be familiar with the functions of the "Inventory Guide" and with the system in general. It is recommended that it is consistent with good business practice to explain to the dealer the advantages of this system. It is also recommended that the dealer be made aware of the physical installation of the Inventory Guide System and the maintenance of the Guide, which is the dealer's responsibility.

(7) It has been said that merchandise sold at a loss is a loss. The Texaco representative should be aware of the fact that the Texaco representative is not a salesperson for the Company, and any purchase arrangement should be made directly between the dealer and the selected supplier. The Texaco representative, however, should be prepared to assist in the selection of the supplier that may be requested or in the dealer's selection of the supplier.

(8) The regular order form furnished by Texaco and Goodrich is to be used by Texaco selling personnel at all times. At each visit to a service station, the Texaco representative should call the dealer's attention to the fact that if a further order is to be placed, the dealer's inventory balance, he will write on the dealer's order for the Company's TBA merchandise. The Texaco representative should personally mail or deliver such orders to the dealer's office or home.

(9) Holders of The Texaco Company's National Credit Cards are permitted to purchase Fixtures or Goodrich TBA merchandise from Texaco dealers on their credit. If a dealer, or one who desired, extend their payments for such merchandise over a period of 30 days, the dealer should be advised by the dealer, this Texaco National Credit Card can be used to purchase merchandise. The dealer should be advised that the Texaco National Credit Card is not to be used for the purchase of merchandise. The Texaco representative should be prepared to assist in the selection of the supplier that may be requested or in the dealer's selection of the supplier.

(10) Although extensive in size, inventory in service, it should be recognized that every phase of the TBA program is adaptable to the program of service and maintenance. Special effort should be made by the Company's personnel to get acquainted with the dealer and the service of the program as a means of developing their business, and the dealer is to be advised by explaining to the dealer the importance of the TBA program.

(11) The principles of the Texaco Selling Method are sound and comprehensive and should be applied wholeheartedly by the Texaco Company's selling personnel when selling the merits of or handling any phase of the Company's TBA program. The success of the TBA program depends upon the kind of selling job that is done. The handling of the TBA program with dealers is an important part of the regular assigned duties of the Company's selling personnel. Nevertheless, the importance of respecting the independence of the Texaco dealer and his right to exercise his free and independent judgment on all matters and all phases of his business cannot be overemphasized.

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THE UNIVERSITY OF CHICAGO

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1. The first step in the process is to identify the problem or issue that needs to be addressed. This involves gathering information and understanding the context of the problem.

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THE UNIVERSITY OF CHICAGO

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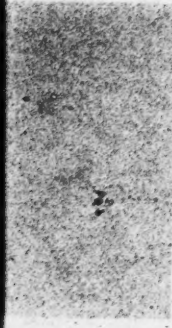
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Exhibit 11



JAX 456

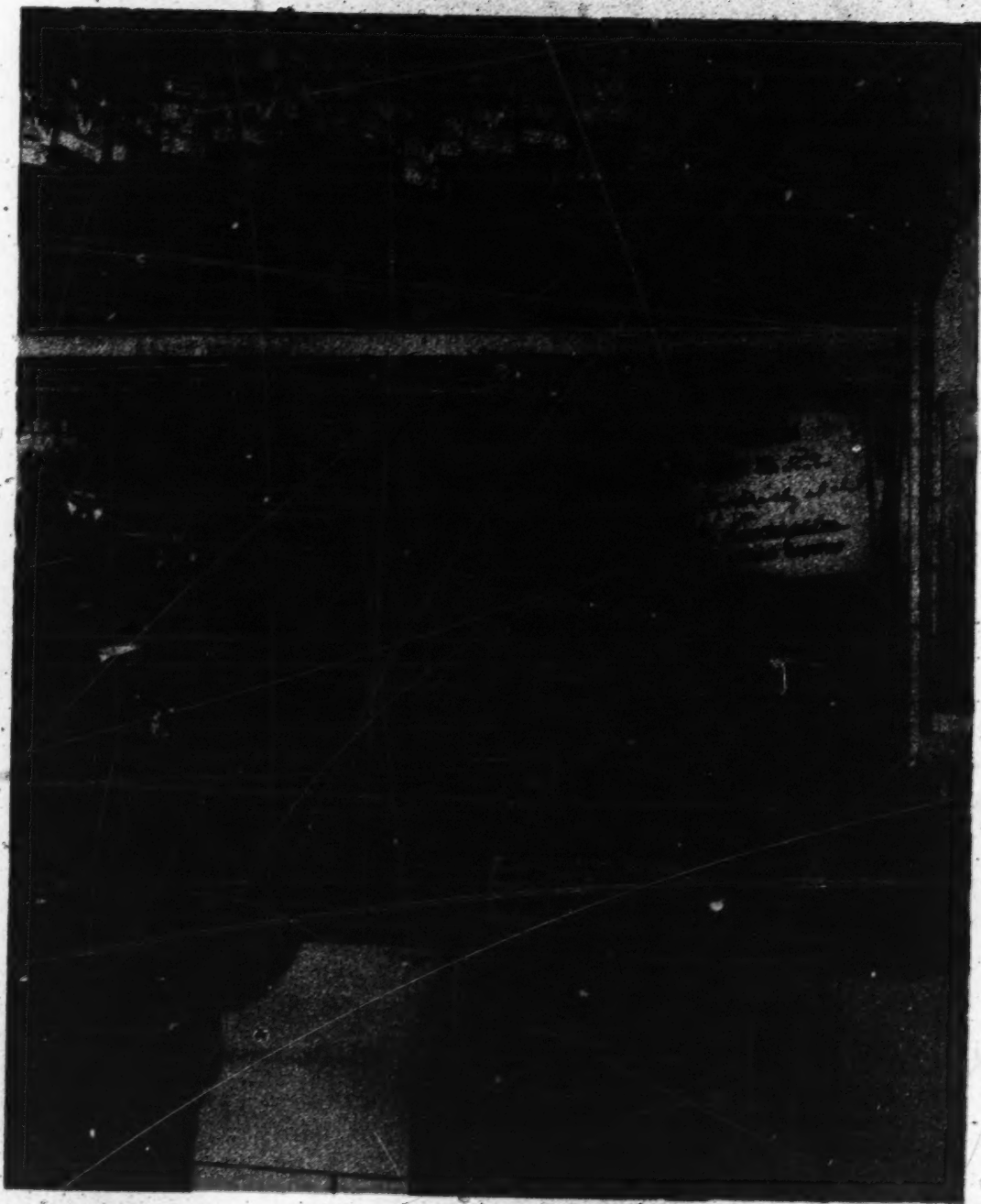
Exhibit 19





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JAX 458

Respondents' Exhibit 26A

FEDERAL TRADE COMMISSION  
DOCKET NO. 10,711  
IN THE MATTER OF  
DATE 7/15/54  
WITNESS  
ACC REPORTING CO., Chicago

VERY  
IMPORTANT

Dallas, Texas, August 20, 1948

SERVICE STATION OPERATIONS

STAFF MEMBERS  
STATE MANAGERS  
ZONE REPRESENTATIVES  
REPRESENTATIVES DEALER SERVICE  
REPRESENTATIVES DEALER TRAINING  
SALESMEN

159-02

Gentlemen:

Under date of June 8 Mr. Pawlkes wrote you under the above subject and attached hereto is my letter, on the same subject.

Mr. Hochuli's letter is considered so important that we have asked you to again re-read it.

After you have pulled the original letter on this subject, which we ask that you do immediately, write on the bottom of this letter that you have read the contents of letter referred to, understand it perfectly, and will be guided by the contents thereof.

Please again refer to Mr. Pawlkes' letter of June 8, to which was attached copy of Mr. Walter Hochuli's letter of June 1.

PLEASE ACKNOWLEDGE THIS LETTER BY SIGNING AND RETURNING TO MR. H. D. FOREMAN.

Yours very truly,

DM-08

GFB

HDF-RT-GW-VWI-JVA-JIC

SEP-216

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Expenditure Report

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General T. S. Commission

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THE TEXAS COMPANY

FEDERAL TRADE COMMISSION  
DIVISION OF CONSUMER PROTECTION  
WASHINGTON, D. C. 20540

Dallas, Texas, August 20, 1968

INFORMATION

NEW AND EXISTING OPERATIONS

Messrs. W. B. Anderson,  
C. D. Hall,  
A. E. Martin,  
M. C. Lewis,

Gentlemen:

On June 8, 1968 Mr. W. B. Anderson addressed a letter to you, with a copy to all Field Men and Salesmen Selling Organization, to which he attached a copy of Mr. Walter Hochuli's letter of June 1, addressed to Territorial Managers.

Mr. Hochuli's letter was on the same subject as this letter today and it is considered so important, that we ask you to pull this letter from your files and to carefully re-read it.

I am not attempting to cover the subject of Mr. Hochuli's letter, but it behooves us to be quite certain that we understand, thoroughly, our contact relations with Texaco Dealers.

I believe it a good idea for every Representative, who supervises Salesmen, to read this letter to them and discuss its contents in detail. Now Salesmen who have been added to our payroll in the last year are still not conversant with our Company Policies, and it is felt Salesmen who contact Dealers - Representatives of Dealer Service and Dealer Training, should be careful in their contacts with Dealers, to continually recognize the fact that Dealers are Independent Merchants and to operate as such.

Doubtless all of you have read in the Trade Magazines that a Decree has now been entered in the State of United States v. Standard Oil Company of California, which has reference to agreements and understandings between the supplying company and its Dealers. This Decree, again, emphasizes the importance of a proper understanding of our Policy by those of our field men who contact Dealers and service station operators. ~~PLEASE RE-READ MR. HOCHULI'S LETTER ABOVE REFERRED TO~~ - thorough knowledge by every employee in the Sales Department, who, as part of his assigned duties, has occasion to contact Dealers, contracted or uncontracted, third party or first party, who purchased a part or all of their Petroleum requirements from the Texas Company.

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CDB  
HDP-WT - ON-INT-VTS-JIS  
ZONE REPRESENTATIVES, REP-SIS  
REPRESENTATIVES DEALER SERVICE  
AND DEALER TRAINING & SALESMEN

Yours very truly,

J. E. Morgan

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JULY 10 1944

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Respondents' Exhibit 28C

THE TEXACO COMPANY

6-11 - FEDERAL TRADE COMMISSION  
BUREAU OF CONSUMER PROTECTION  
Dallas 2, Texas, June 3, 1948

~~SERVICE STATION OPERATIONS~~  
1-194-17

Messrs. W. B. Sanderson,  
C. H. Hall,  
A. H. Smith,  
N. C. Lewis.

Gentlemen:

Attached for your information and guidance is copy of Mr. Walter Neuhoff's letter of June 1 addressed to territorial managers, subject "Service Station Operations", in which he reiterates our policy with respect to Texaco dealers being independent businessmen and are to operate as such.

While we are quite sure that there are no instances in the Dallas Division where anyone has attempted in any manner to dictate the policies of Texaco dealers who are operators of company-owned and company-leased service stations, or dealers operating their own service stations, we, nevertheless, feel that you should again be reminded of our policy in this connection.

Yours very truly,

HDF:LMB

10M-HDF-ME-

GW-WWI-JVA-FID-

ZONE REPRESENTATIVES-

SZF-RLC-REPRESENTATIVES

DEALER SERVICE AND

DEALER TRAINING

9339





THE TEXAS COMPANY

New York 17, N.Y.; June 1, 1948

SERVICE STATION OPERATIONSMessrs. R. E. Kille  
B. C. Bartlett  
C. B. Barrett  
D. E. Beaton

(6)

Gentlemen:

The petroleum trade journals during the past several weeks have been carrying reports of the anti-trust suit being conducted by the Government against the Standard Oil Company of California. One of the principal items of discussion in this suit is the question of influence being exerted by the petroleum supplier on the gasoline dealer to have him purchase directly or indirectly certain items for resale through the dealer station. In view of this it seems advisable to restate our policy.

With all of our dealers, whether they are operators of Company owned or Company leased service stations or dealers operating their own service stations, we have a sales contract which provides for the purchase by the dealer of certain estimated quantities of Texaco products. This contract does not prevent the dealer from purchasing competitive products in addition to Texaco products, though generally the dealer recognizes that there are definite advantages in handling one nationally advertised line of petroleum products.

A Texaco dealer is an independent businessman and he is entitled to conduct his business according to his own desires. Our men are expected to help the Texaco dealer to improve his business and make many helpful suggestions to that end. They may explain to the dealer the advantages of tying-in with a national program developed for the more than 40,000 Texaco dealers throughout the country, but it is not in accord with the dealer's contract with The Texas Company to infer or indicate to a Texaco dealer directly or indirectly that any purchase by him of any type of merchandise from any supplier whatsoever will result in a reduction of the supply of petroleum products available to him or in a cancellation of any sales contract or lease agreement that may be in effect or in any other event which will make him feel that more persuasion is being exercised by us than would normally and properly be used by us toward a customer.

The Texas Company does not sell tires, tubes, batteries, accessories or items other than petroleum that might be sold through a service station, but we recognize that it is to the advantage of the dealer to handle such merchandise in order to increase his earnings and enable him to have a more profitable operation. In fact, we encourage the dealer to expand his business beyond the sale of petroleum products for these reasons, and because, in the case of a Company owned or Company leased service station which has been leased to the dealer for operation, it means a more profitable venture through our facilities and eventually increases our earnings as well as the dealer's through that location.





FRANCIS TOWN (MONTGOMERY)  
BUCKET 12 (MONTGOMERY) EIGHT NO. 26E

1. The first of these is the desire for a better life. This is a natural desire, and it is one that is shared by all people. It is a desire for a better life, a life that is more comfortable, more secure, and more fulfilling. This desire is the basis of all human progress, and it is the driving force behind all human activity.

1. The first of these is the fact that the majority of the population of the United States is of European descent. This is a fact which has been recognized by the government and the people of the United States for many years. It is a fact which has been recognized by the government and the people of the United States for many years. It is a fact which has been recognized by the government and the people of the United States for many years.

*[Faint, illegible markings]*

Richard M. Nixon

Aug. 27-A

~~THE TEXAS COMPANY'S IRA PROGRAM~~  
~~STATEMENT OF POLICY~~

1217-22

FEDERAL TRADE COMMISSION  
 BECKET NO. 116 SUBCOMMITTEE REPORT NO. 22-0  
 IN THE MATTER OF *John J. ...*  
 DATE *7/24/54* WITNESS *...*  
 ACE REPORTING CO. CHS

For your information, under date of January 2, 1932, Mr. C. B. Barrett in his circular letter #909, re-issued The Company's policy with respect to our TRA Program.

"In order that all concerned may be fully informed, the Texas Company's policy with respect to the procedure to be followed in carrying out its TMA Program, which policy has been in effect for many years, is reiterated below:

1. When presenting the merits of the Company's TMI Program to TEXACO Dealers, the selling personnel should explain to the Dealer that even though the Texas Company does not handle tires, batteries and auto supplies, it recognizes the advantages to be derived by the Dealer from the handling of such merchandise and the necessity for the Dealer to do so in order to be competitive, meet the requirements of his customers, and enjoy more profitable operations.
2. TEXACO Dealers should be encouraged to expand their business beyond the sale of petroleum products for the reasons outlined.
3. To facilitate the handling of TMI merchandise by TEXACO Dealers the Company provides adequate display equipment in its Service Stations for the sale of such items.
4. The Company recommends certain lines of merchandise which are nationally advertised and enjoy national distribution, just as is true with respect to TEXACO products.

90-12

THE UNITED STATES OF AMERICA  
DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D. C.  
1945

1. The Adjutant General is the principal administrative officer of the Army. He is responsible for the management of the personnel, supply, and financial affairs of the Army. He is also responsible for the management of the Army's public relations and for the management of the Army's legal affairs.

2. The Adjutant General is the principal administrative officer of the Army. He is responsible for the management of the personnel, supply, and financial affairs of the Army. He is also responsible for the management of the Army's public relations and for the management of the Army's legal affairs.

3. The Adjutant General is the principal administrative officer of the Army. He is responsible for the management of the personnel, supply, and financial affairs of the Army. He is also responsible for the management of the Army's public relations and for the management of the Army's legal affairs.



4. Notwithstanding the fact that the Company recommends to its Dealers certain lines of TBA Merchandise, it should be recognized by all concerned that the Company has neither the right nor desire to dictate to the Dealer the type of merchandise he should handle or the source from which he should purchase such merchandise.
5. In the interest of the Dealer, any recommendation with respect to TBA Merchandise made by a TEXACO representative to a TEXACO Dealer should take into consideration the following factors:
- (a) The Dealer's requirements based on an analysis of the potential market;
  - (b) The availability of a convenient source of supply;
  - (c) The representation of the tire companies already established in the Area, and the type of service that will be available through the wholesale supply point;
  - (d) In all dealings, the fact that the TEXACO Dealer is an independent businessman must be emphasized and he must be permitted to operate as such.
6. If, in exercising his own free choice of the brand of TBA merchandise he desires to handle, the Dealer expresses a preference either for the Goodrich or Firestone line, following a clear cut and straight forward presentation of the TEXACO TBA Program as outlined, the TEXACO representative should assist the Dealer further by arranging to introduce him to a sales representative of the supplier chosen by the Dealer. It should be recognized at all times that the negotiations between the Dealer and the TBA representative, and any purchase arrangement resulting therefrom, are matters for their mutual consideration, and the TEXACO representative should not interfere with or attempt to influence such negotiations or purchase arrangements in any way.
7. The Company's assistance to TEXACO Dealers goes beyond the mere recommendation covering the Goodrich or Firestone line. In an effort to assist Dealers to expand and develop their business, the Company urges them to keep on hand an adequate amount of merchandise of the proper type to serve fully the motorists' needs. The Firestone or Goodrich Suggested Basic Stock Assortment and Inventory Guide System is considered to be the simplest method available to assure the maintenance of a well balanced stock of fast moving TBA Merchandise.

The Texaco selling personnel should therefore offer to make recommendations to the Dealers with respect to the proper



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ASTOR LENOX TILDEN FOUNDATION  
JAN 10 1900

94-2107 5-8-01 227733 HUMAN

1. The first of these is the fact that the Commission has not yet received any information from the Government of the United States regarding the results of its investigation of the activities of the American Friends Service Committee in the Philippines.

10-10-68

1

11. It is requested that the Committee be kept advised of the progress of the work of the Commission and of the results of its investigations.

The Government's new, more liberal policy towards the development of the country's resources is a welcome development. It is hoped that the Government will continue to support the development of the country's resources and to encourage the private sector to invest in the country's resources.

The above selling personnel should report one offer to make recommendations to the Bureau with respect to the above.

1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 26

CIRCULAR LETTER NO. 8-8

selection of basic stocks of TBA Merchandise and to assist them in the initial installation of the Inventory Guide System. After the inventory is properly set up, TEKACO personnel should take no further part in maintaining and handling of such inventory except to the extent of taking orders for merchandise required, as indicated in Item 8.

8. If the Dealer so desires, The Texas Company's selling personnel will further aid him by actually writing up the Dealer's order for Goodrich or Firestone Merchandise and will personally mail or deliver such orders to the Dealer's regular source of supply.
9. The primary purpose of The Texas Company in sponsoring its TBA Program is to counsel with and continually assist TEKACO Dealers so that they will establish and maintain superior service to their customers and thereby earn greater profits.
10. Although in the foregoing program reference is made to TEKACO Dealers, it should be understood that every phase of the program outlined is readily adaptable to all TBA programs of TEKACO consignees and distributors. Equal effort should be made by the Company's selling personnel to sell them on the merits of the program and the benefits to be derived by adopting it for their own use, and wholeheartedly encouraging the Dealers they serve to adopt it.
11. Definite responsibilities and activities necessary to the effective adaptation of the Company's TBA Program are a part of the regularly assigned duties of all of The Texas Company's field personnel who normally contact Dealers, or Consignees, or distributors. The Company's selling personnel are expected to become familiar with the Firestone and Goodrich Suggested Basic Stock Assortment and Inventory Guide System and the merchandising of TBA products generally. It should be clearly understood, however, that assistance will also be rendered by TEKACO personnel to all Dealers in setting up their own Basic Stock Assortment and Inventory Guide System regardless of the brand of merchandise handled. It should be further understood by all concerned that the activities of The Texas Company's personnel in carrying out its TBA Program must be considered as an addition to the efforts or activities of the TBA suppliers' selling personnel and not in lieu thereof.
12. The importance of respecting the independence of the TEKACO Dealer and his right to exercise his free and independent judgment with respect to the brand of TBA Merchandise he will handle, and the quantities he will purchase, cannot be over-emphasized. Insofar as The Texas Company is concerned, no TBA supplier shall be preferred over any other as to any territory or portion thereof.

THE PRESIDENT OF THE UNITED STATES

1. The purpose of this memorandum is to inform the President of the results of the investigation conducted by the Department of Justice regarding the activities of the American Revolution Society (ARS) and its affiliates. The investigation was conducted by the Federal Bureau of Investigation (FBI) and the Department of Justice, and it was completed on May 1, 1964.

2. The ARS is a national organization that was founded in 1945. It is a non-profit organization that is dedicated to the promotion of the American Revolution and the preservation of the American way of life. The ARS has a large membership and it has a wide range of activities.

3. The investigation revealed that the ARS has been active in a number of areas, including the promotion of the American Revolution, the preservation of the American way of life, and the promotion of the American flag. The ARS has been active in a number of areas, including the promotion of the American Revolution, the preservation of the American way of life, and the promotion of the American flag.

4. The investigation also revealed that the ARS has been active in a number of areas, including the promotion of the American Revolution, the preservation of the American way of life, and the promotion of the American flag. The ARS has been active in a number of areas, including the promotion of the American Revolution, the preservation of the American way of life, and the promotion of the American flag.

5. The investigation also revealed that the ARS has been active in a number of areas, including the promotion of the American Revolution, the preservation of the American way of life, and the promotion of the American flag. The ARS has been active in a number of areas, including the promotion of the American Revolution, the preservation of the American way of life, and the promotion of the American flag.

6. The investigation also revealed that the ARS has been active in a number of areas, including the promotion of the American Revolution, the preservation of the American way of life, and the promotion of the American flag. The ARS has been active in a number of areas, including the promotion of the American Revolution, the preservation of the American way of life, and the promotion of the American flag.

JAN 28  
Respondents' Exhibits 27D

FEDERAL TRADE COMMISSION  
EXHIBIT 27D

CIRCULAR LETTER NO. 2-5

Page 4

2-27-32

"The foregoing covers completely The Texas Company's  
TCA policy of long standing, and it must be adhered to without  
deviation."

Please be governed accordingly.

Yours very truly,

*I. G. Morgan*  
I. G. MORGAN.

IGN:GB

HDP-MT-FEB-CDH-JVA-JIC-TLC  
RLC-AAZ-RLM-HOS-JVD-MAL

REPRS. DEALER TRAINING

9345

2

RECEIVED  
EXHIBIT 272

EXHIBIT 272

1-27-72

PAGE 2

EXHIBIT 272

The following items were received from the  
The County of Los Angeles, and is now being  
returned.

It was received on 1-27-72

1-27-72

1-27-72

EXHIBIT 272



**Respondents' Exhibit 28A**

28-A

Dallas, Texas, December 28, 1953

TEA PROGRAM  
STATEMENT OF POLICY  
1-150-29\*  
12-05

FEDERAL TRADE COMMISSION

DOCKET NO. 64X EXHIBIT NO. 28-17  
IN THE MATTER OF B.F. Goodrich  
DATE 7/21/57 VERIFIED Livingston  
SOL. REPORTING CO. CH. Livingston  
By [Signature]

Mr. W. B. Sanderson - Dallas  
Mr. F. R. Skipwith - Amarillo  
Mr. J. B. Bolger - Oklahoma City  
Mr. A. E. Martin - Albuquerque

Gentlemen:

Attached you will find a copy of Circular Letter No. 544, above subject, as issued to the field by Territorial Manager, C. N. Brooks.

Yours very truly,

Yours very truly  
J. T. MUSE.

JFM:BC

HDF CDH FHC FDB JVA JIC TJC  
TLT AAZ RIM JSL WAP HAL  
ZONE MANAGERS  
SALFEMEN  
DEALER SERVICE REPRS.  
RIPRE. DEALER TRAINING

Attachments: (Copy of Circular Letter No. 544)

28A

92.16



THE JAMES COMPANY

AMERICAN EDITION 25A

THE JAMES COMPANY

Delivered, packed, numbered 10, 1000

THE JAMES COMPANY  
AMERICAN EDITION 25A  
1-1-10-100  
10-00

THE JAMES COMPANY  
AMERICAN EDITION 25A  
1-1-10-100  
10-00

THE JAMES COMPANY  
AMERICAN EDITION 25A  
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THE JAMES COMPANY

THE JAMES COMPANY  
AMERICAN EDITION 25A  
1-1-10-100  
10-00

THE JAMES COMPANY  
AMERICAN EDITION 25A  
1-1-10-100  
10-00

1000

JAX 400

Respondents' Exhibit 288

FEDERAL TRADE COMMISSION

CONF

THE TEXAS COMPANY

Houston, Texas, December 15, 1933

THE PROGRAM  
STATEMENT OF POLICY

CIRCULAR LETTER NO. 509

Messrs: J. C. Sanders  
H. D. Perkins  
J. W. Wood  
H. B. Wiley

Gentlemen:

This letter releases and cancels Circular Letter No. 509 of January 2, 1932, under the above subject. It does not introduce any change in our policy of long standing, but is intended to:

- A. Assist our personnel in presenting the merits of the Program to Dealers by stating the reasons for recommending Firestone or Goodrich as a supplier.
- B. Define Division Management's responsibilities in administering the TBA Program.
- C. Outline the duties and responsibilities of field personnel charged with carrying out the Program in the field.

I. WHAT THE TEXAS COMPANY'S TBA PROGRAM IS:

The aim of the Company's TBA Program is to encourage Dealers to expand their business beyond the sale of Petroleum Products; and to counsel with and continually assist TEXACO Dealers to establish and maintain superior service to their customers, maintain an adequate and balanced stock of fast-moving TBA items and to improve their methods of merchandising so that they will be able to take full advantage of the profit potentials available to them through good Service Station operations.

Accordingly, The Texas Company recommends that its Dealers handle Firestone or Goodrich. However, notwithstanding the fact that the Company recommends to its Dealers these certain lines of TBA merchandise, it should be clearly understood by all concerned that the Company has neither the right

(Continued Page 22)

3017

201

THE TEXAS COMPANY

Houston, Texas, December 11, 1961

THE TEXAS COMPANY  
ATTENTION: Mr. J. B. ...

RE: ...

Enclosed for you are ...  
1. ...  
2. ...  
3. ...

Very truly yours,

Enclosed for you are ...  
1. ...  
2. ...  
3. ...

Enclosed for you are ...  
1. ...  
2. ...  
3. ...

Enclosed for you are ...  
1. ...  
2. ...  
3. ...

Enclosed for you are ...  
1. ...  
2. ...  
3. ...

Very truly yours,

Enclosed for you are ...  
1. ...  
2. ...  
3. ...

Enclosed for you are ...  
1. ...  
2. ...  
3. ...

FEDERAL TRADE COMMISSION  
 DEPARTMENT OF COMMERCE  
 WASHINGTON, D. C. 20540

CIRCULAR LETTER NO. 74

Page 24

nor the desire to dictate to the Dealer the brand or type of merchandise he should handle, or the source from which he should purchase such merchandise, or to require him to handle any TBA Merchandise.

**II. WHY FIRESTONE AND GOODRICH LINES WERE SELECTED FOR RECOMMENDATION TO TEXACO DEALERS**

The TBA merchandise lines and merchandising policies of both Firestone and Goodrich offer many advantages to the Dealers, including a complete line of high quality automotive products to meet practically all the needs of the motorist. Firestone and Goodrich products have national acceptance, backed by extensive national advertising, and are distributed in all 48 States, with sales and delivery service available through 1,266 salary operated supply points and numerous Dealer operated stores carrying the complete line.

Another advantage of handling these lines is that the Dealer can purchase his entire TBA requirements from one source, conveniently located, thus earning extra discounts through volume purchases. Both Firestone and Goodrich have extensive sales promotion programs designed expressly to fit the needs of their Service Station accounts. Point-of-sale promotional material and cooperative advertising are available on a low-cost or no-cost basis. They also have a large sales force fully trained to assist the Service Station Dealers to make the most of their TBA opportunities.

All these factors tend to increase the salability of Firestone and Goodrich products, and thus increase the profits of the Dealers handling such lines.

**III. RESPONSIBILITIES OF DIVISION MANAGEMENT IN ADMINISTERING THE TBA PROGRAM**

The proper administration of The Texas Company's TBA Program in the field is the direct responsibility of Division Management. They should see to it that each member of the field organization who naturally contacts Dealers, Consignees and Distributors:

- (1) Understands that even though The Texas Company does not handle tires, batteries and auto supplies, it recognizes the advantages to be derived by the Dealer from the handling of such merchandise and the necessity for the Dealer to do

(Continued Page 23)

9313



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REPRODUCTION OF THE ORIGINAL

(Continued Page 1)

FEDERAL TRADE COMMISSION  
DOCKET NO. [REDACTED] EXHIBIT NO. [REDACTED]

(2) Becomes familiar with the line and basic sales policies and promotional and merchandising programs of Firestone and Goodyear, including their Suggested Basic Stock Assortment and Inventory Guide Systems.

#### IV. DUTIES OF TERACO SALES PERSONNEL CHARGED WITH HANDLING TRA PROGRAM IN THE FIELD

(1) Present the merits of our TBA Program, recommending the products of Firestone or Goodyear if best suited to the Dealer's interest.

(a) The Dealer's requirements based on an analysis of the potential volume available within the Dealer's specific trading area;

(c) The established representation of the tire company in the area.



## Age- and Sex-Related Patterns

450

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific information required.

1. Amplitude - the height of the wave from the rest position to the crest or trough.

1944

[illegible][illegible]

1. The first of these is the fact that the  
2. second of these is the fact that the  
3. third of these is the fact that the  
4. fourth of these is the fact that the  
5. fifth of these is the fact that the  
6. sixth of these is the fact that the  
7. seventh of these is the fact that the  
8. eighth of these is the fact that the  
9. ninth of these is the fact that the  
10. tenth of these is the fact that the

1. The first group of people who are interested in the study of the history of the United States are the people who are interested in the history of the United States.

[illegible]

20 2025-2026-2027-2028-2029-2030-2031-2032-2033-2034-2035-2036-2037-2038-2039-2040-2041-2042-2043-2044-2045-2046-2047-2048-2049-2050-2051-2052-2053-2054-2055-2056-2057-2058-2059-2060-2061-2062-2063-2064-2065-2066-2067-2068-2069-2070-2071-2072-2073-2074-2075-2076-2077-2078-2079-2080-2081-2082-2083-2084-2085-2086-2087-2088-2089-2090-2091-2092-2093-2094-2095-2096-2097-2098-2099-2100-2101-2102-2103-2104-2105-2106-2107-2108-2109-2110-2111-2112-2113-2114-2115-2116-2117-2118-2119-2120-2121-2122-2123-2124-2125-2126-2127-2128-2129-2130-2131-2132-2133-2134-2135-2136-2137-2138-2139-2140-2141-2142-2143-2144-2145-2146-2147-2148-2149-2150-2151-2152-2153-2154-2155-2156-2157-2158-2159-2160-2161-2162-2163-2164-2165-2166-2167-2168-2169-2170-2171-2172-2173-2174-2175-2176-2177-2178-2179-2180-2181-2182-2183-2184-2185-2186-2187-2188-2189-2190-2191-2192-2193-2194-2195-2196-2197-2198-2199-2200-2201-2202-2203-2204-2205-2206-2207-2208-2209-2210-2211-2212-2213-2214-2215-2216-2217-2218-2219-2220-2221-2222-2223-2224-2225-2226-2227-2228-2229-2230-2231-2232-2233-2234-2235-2236-2237-2238-2239-2240-2241-2242-2243-2244-2245-2246-2247-2248-2249-2250-2251-2252-2253-2254-2255-2256-2257-2258-2259-2260-2261-2262-2263-2264-2265-2266-2267-2268-2269-2270-2271-2272-2273-2274-2275-2276-2277-2278-2279-2280-2281-2282-2283-2284-2285-2286-2287-2288-2289-2290-2291-2292-2293-2294-2295-2296-2297-2298-2299-2300-2301-2302-2303-2304-2305-2306-2307-2308-2309-2310-2311-2312-2313-2314-2315-2316-2317-2318-2319-2320-2321-2322-2323-2324-2325-2326-2327-2328-2329-2330-2331-2332-2333-2334-2335-2336-2337-2338-2339-2340-2341-2342-2343-2344-2345-2346-2347-2348-2349-2350-2351-2352-2353-2354-2355-2356-2357-2358-2359-2360-2361-2362-2363-2364-2365-2366-2367-2368-2369-2370-2371-2372-2373-2374-2375-2376-2377-2378-2379-2380-2381-2382-2383-2384-2385-2386-2387-2388-2389-2390-2391-2392-2393-2394-2395-2396-2397-2398-2399-2400-2401-2402-2403-2404-2405-2406-2407-2408-2409-2410-2411-2412-2413-2414-2415-2416-2417-2418-2419-2420-2421-2422-2423-2424-2425-2426-2427-2428-2429-2430-2431-2432-2433-2434-2435-2436-2437-2438-2439-2440-2441-2442-2443-2444-2445-2446-2447-2448-2449-2450-2451-2452-2453-2454-2455-2456-2457-2458-2459-2460-2461-2462-2463-2464-2465-2466-2467-2468-2469-2470-2471-2472-2473-2474-2475-2476-2477-2478-2479-2480-2481-2482-2483-2484-2485-2486-2487-2488-2489-2490-2491-2492-2493-2494-2495-2496-2497-2498-2499-2500-2501-2502-2503-2504-2505-2506-2507-2508-2509-2510-2511-2512-2513-2514-2515-2516-2517-2518-2519-2520-2521-2522-2523-2524-2525-2526-2527-2528-2529-2530-2531-2532-2533-2534-2535-2536-2537-2538-2539-2540-2541-2542-2543-2544-2545-2546-2547-2548-2549-2550-2551-2552-2553-2554-2555-2556-2557-2558-2559-2560-2561-2562-2563-2564-2565-2566-2567-2568-2569-2570-2571-2572-2573-2574-2575-2576-2577-2578-2579-2580-2581-2582-2583-2584-2585-2586-2587-2588-2589-2590-2591-2592-2593-2594-2595-2596-2597-2598-2599-2600-2601-2602-2603-2604-2605-2606-2607-2608-2609-2610-2611-2612-2613-2614-2615-2616-2617-2618-2619-2620-2621-2622-2623-2624-2625-2626-2627-2628-2629-2630-2631-2632-2633-2634-2635-2636-2637-2638-2639-2640-2641-2642-2643-2644-2645-2646-2647-2648-2649-2650-2651-2652-2653-2654-2655-2656-2657-2658-2659-2660-2661-2662-2663-2664-2665-2666-2667-2668-2669-2670-2671-2672-2673-2674-2675-2676-2677-2678-2679-2680-2681-2682-2683-2684-2685-2686-2687-2688-2689-2690-2691-2692-2693-2694-2695-2696-2697-2698-2699-2700-2701-2702-2703-2704-2705-2706-2707-2708-2709-2710-2711-2712-2713-2714-2715-2716-2717-2718-2719-2720-2721-2722-2723-2724-2725-2726-2727-2728-2729-2730-2731-2732-2733-2734-2735-2736-2737-2738-2739-2740-2741-2742-2743-2744-2745-2746-2747-2748-2749-2750-2751-2752-2753-2754-2755-2756-2757-2758-2759-2760-2761-2762-2763-2764-2765-2766-2767-2768-2769-2770-2771-2772-2773-2774-2775-2776-2777-2778-2779-2780-2781-2782-2783-2784-2785-2786-2787-2788-2789-2790-2791-2792-2793-2794-2795-2796-2797-2798-2799-2800-2801-2802-2803-2804-2805-2806-2807-2808-2809-2810-2811-2812-2813-2814-2815-2816-2817-2818-2819-2820-2821-2822-2823-2824-2825-2826-2827-2828-2829-2830-2831-2832-2833-2834-2835-2836-2837-2838-2839-2840-2841-2842-2

(The end of the world)

**Respondents' Exhibit 205**

FEDERAL TRADE COMMISSION  
DECEMBER 1, 1964

- (3) If, after a straightforward sales presentation of the Company's TBA Program, and a full explanation of the merits of such Program, the Dealer should in exercising his free choice of a brand of TBA merchandise express his preference for the Goodrich or Firestone line, the TEKACO representative should promptly arrange to introduce to him a sales representative of the supplier chosen by the Dealer. It should be recognized at all times that the negotiations between the Dealer and the Tire Company representative, and any purchase arrangements resulting therefrom, are matters for their mutual consideration. The TEKACO representative, however, should be prepared and willing to lend any advice and counsel that may be requested of him by the Dealer during such negotiations.
- (4) In an effort to help Dealers expand and develop their business, the Company urges them to stock an adequate amount of TBA merchandise to serve fully the motorists' needs. TEKACO selling personnel, with the Dealers approval, will assist in the physical installation of an "Inventory Guide System", and continue to assist in the maintenance until its use is habitual with the Dealer, regardless of the brand chosen by the Dealer. The Firestone or Goodrich "Suggested Basic Stock Assortment and Inventory Guide System" is considered among the simplest methods available to secure the maintenance of a well-balance stock of fast moving TBA merchandise, and Dealers should be advised of this and urged to consider its installation and use.
- (5) Similar guidance and assistance should be offered in the use and maintenance of TBA display programs, and Dealers should be urged to utilize all appropriate space available to them in building displays that will attract customers and increase sales.
- (6) The Company's sales personnel should be sufficiently alert at each visit to a Service Station to call the Dealer's attention to their willingness to aid him by actually writing up the Dealer's



JAX 472

Respondents' Exhibit 207

FEDERAL BUREAU OF INVESTIGATION  
U. S. DEPARTMENT OF JUSTICE  
JAN 10 1951

CIRCULAR LETTER NO. 244

Page 25

order for Goodrich or Firestone merchandise.  
As a further assistance to the Dealers, TEXACO  
personnel should personally mail or deliver  
such orders to the Dealer's source of supply.  
Orders should be written on the forms furnished  
by Firestone and Goodrich and carried by TEXACO  
personnel at all times.

- (7) Although reference is made heretofore to  
Dealers, it should be understood that every  
phase of the Program is adaptable to TBA  
Programs of Consignees and Distributors.  
Equal effort should be made by the Company's  
personnel to sell Consignees and Distributors  
on the merits of the Program and the benefits  
to be derived by adopting it for their own  
use and wholeheartedly encouraging the Dealers  
they serve to use it.

The importance of respecting the independence of the  
TEXACO Dealer and his right to exercise his free and independent  
judgment with respect to the brand of TBA merchandise he will  
handle, and the quantities he will purchase, cannot be over-  
emphasized. Insofar as The Texas Company is concerned, no  
TBA supplier shall be preferred over any other as to any  
territory or portion thereof.

The success of the TBA Program depends upon the kind  
of a selling job that is done. The principles of the TEXACO  
Selling Method are sound and appropriate, and should be  
applied as wholeheartedly in handling this Program as in  
all other sales efforts.

Yours very truly,

Signed: C. N. BROOKS

CNB:CK

9051





JAX 473

Respondents' Exhibit 28A

35

Page 29-A

THE TEXAS COMPANY

Dallas, Texas, December 13, 1955

CIRCULAR LETTER #8-95

THE TEXAS COMPANY'S TBA PROGRAM

1-150-89  
12-55

STATE MANAGERS  
ZONE MANAGERS  
GENERAL SALESMEN  
MERCHANDISING SALESMEN  
DEALER SERVICE REPRESENTATIVES  
REPRESENTATIVES (DEALER TRAINING)  
THE TEXAS COMPANY  
DALLAS DIVISION

Gentlemen:

We are attaching, hereto, the Company's policy sheet with respect to our TBA Program in which is outlined the duties and responsibilities charged to our field personnel in carrying out this program.

The attached policy instruction sheet is to be inserted in your portfolio "Business Builders for Texaco Dealers" and be made a part thereof so that you will, at all times, have with you a full explanation of the Company's TBA policy and the detailed instructions as to how you should function under this program.

Yours very truly,

*J. H. Payne*  
J. H. PAYNE

JHP:AM

KDP CDM FMO FDB JEL JVA JIC

TLE KRM LBN

Attachment

FEDERAL TRADE COMMISSION

DOCKET NO. 61-106-10000-29-B  
IN THE MATTER OF J. H. Payne  
DATE 7/1/56 WITNESS  
LCS REPORTING CO. CHAS. J. WATSON  
Payne

"DRIVE IN '55"

9352



AGE 44: 2 1/2

WILSONS BANK LTD

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and responsibilities changed at our third personnel in the

The attached letterhead memorandum dated 12-15-64 to the Director, FBI, from the Director, FBI, dated 12-15-64, is being furnished to you for information. The letterhead memorandum is being furnished to you for information.

100-443887-100

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2008/04/09/01

<sup>a</sup>20% KI 25180<sup>a</sup>

# THE TEXAS COMPANY'S TRAP PROGRAM 29-B

It is the policy of the Texas Company to conduct its business in a manner which is consistent with the public interest and to maintain a high standard of ethical conduct. This policy is reflected in the Texas Company's Trap Program, which is designed to ensure that the company's operations are conducted in a responsible and ethical manner.

**1. WHY THE TEXAS COMPANY HAS A TRAP PROGRAM**

The Texas Company has a Trap Program because it is a responsible and ethical company. The company's operations are conducted in a manner which is consistent with the public interest and the company's commitment to ethical conduct. The Trap Program is designed to ensure that the company's operations are conducted in a responsible and ethical manner.

**2. WHY THE TEXAS COMPANY HAS A TRAP PROGRAM**

The Texas Company has a Trap Program because it is a responsible and ethical company. The company's operations are conducted in a manner which is consistent with the public interest and the company's commitment to ethical conduct. The Trap Program is designed to ensure that the company's operations are conducted in a responsible and ethical manner.

**3. HOW THE TEXAS COMPANY HAS A TRAP PROGRAM**

The Texas Company has a Trap Program because it is a responsible and ethical company. The company's operations are conducted in a manner which is consistent with the public interest and the company's commitment to ethical conduct. The Trap Program is designed to ensure that the company's operations are conducted in a responsible and ethical manner.

## FEDERAL TRADE COMMISSION

DOCKET NO. JAX 475 EXHIBIT NO. 25C

(4) Any recommendation with respect to brand of TBA merchandise made by the Texaco representative should be predicated on the availability of a convenient source of supply, the frequency of contact and the type of service to be afforded the dealer by the wholesale supplier. A major factor would be the supplier's ability and willingness to assist the dealer to be competitive in the market at all times. The established reputation of the tire company in the area should also be taken into consideration.

(5) If, after a straightforward sales presentation of the Company's TBA program, and a full explanation of the merits of such program, the dealer should in exercising his free choice of a brand of TBA merchandise express his preference for the Goodrich or Firestone line, the Texaco representative should promptly arrange to introduce to him a sales representative of the supplier chosen by the dealer. It should be recognized at all times that the negotiations between the dealer and the tire company representative, and any purchase arrangements resulting therefrom, are matters for their mutual consideration. The Texaco representative, however, should be prepared and willing to lend any advice and counsel that may be requested of him by the dealer during such negotiations.

(6) The Firestone or Goodrich "Organized Basic Stock Agreement and Inventory Guide System" is considered among the simplest methods available to assure the maintenance of a well-balanced stock of fast-moving TBA merchandise. The Texaco representative should explain to the dealer the complete functions of the "Inventory Guide" and urge the dealer to consider its installation and use. Inasmuch as it is consistent with good business management to maintain proper and adequate inventories, it should be explained to the dealer that this type of Guide can be of much value to him in effecting sales and in making it easier for him to buy only the merchandise needed. Texaco selling personnel should not only assist in the physical installation of the Inventory Guide System, but should continue to assist the dealer in the maintenance of the Guide until he can by the dealer become established routine in his everyday operation.

(7) It has been said that merchandise well displayed is half sold. Eye-catching displays of TBA products at service stations, like petroleum product displays, can be of utmost value to dealers in increasing their sales and profits. It is also important that the prices be prominently shown on all TBA merchandise displayed and that the merchandise be kept in a clean and orderly arrangement. To help attract more customers and make more sales, both Firestone and Goodrich make available to dealers an inexpensive pricing list as well as display packages containing up-to-date and attractive point-of-sale material.

Texaco representative should urge dealers to take full advantage of the tire company's offer of assistance in improving their station's "sparkle" with displays that present an attractive appearance. The Company's selling personnel should assist dealers in utilizing all appropriate space available to them for building displays that will attract customers and increase sales.

(8) The regular order forms furnished by Firestone and Goodrich are to be carried by Texaco selling personnel at all times. At each visit to a service station, the Company's sales personnel should call the dealer's attention to the fact that as a further assistance to him in keeping his desired inventory balanced, he will write up the dealer's order for the Goodrich or Firestone merchandise that is needed. Texaco personnel should personally mail or deliver such orders to the dealer's source of supply.

(9) Holders of The Texas Company's National Credit Cards are privileged to purchase Firestone or Goodrich TBA merchandise from Texaco dealers on their regular 30-day account, or, may, when desired, extend their payments for such merchandise over a period up to 6 months. If properly promoted by the dealer, this Texaco Deferred Payment Plan can be of material assistance to him in increasing his sales and profits without the necessity of tying up the dealer's working capital for accounts receivable. The Company's selling personnel should urge dealers to take full advantage of this dealer aid for the convenience of their customers, which is available without cost. The Texaco representative should also make sure that the dealer understands the proper handling of customer charges for TBA merchandise on The Texas Company's Deferred Payment Plan.

(10) Although reference is made heretofore to dealers, it should be understood that every phase of the TBA program is adaptable to TBA programs of consignees and distributors. Equal effort should be made by the Company's personnel to sell consignees and distributors on the merits of the program as a means of developing their dealers, and the benefits to be derived by adopting it for their own use.

The principles of the Texaco Selling Method are sound and appropriate and should be applied wholeheartedly by The Texas Company's selling personnel when selling the merits of or handling any phase of the Company's TBA program. The success of the TBA program depends upon the kind of selling job that is done. The handling of the TBA program with dealers is an important part of the regularly assigned duties of the Company's selling personnel. Nevertheless, the importance of respecting the independence of the Texaco dealer and his right to exercise his free and independent judgment on all matters and all phases of his business cannot be overemphasized.

SALES DEPARTMENT  
THE TEXAS COMPANY





**Respondents' Exhibit 30A**

(9055)

**THE TEXAS COMPANY'S TBA PROGRAM  
STATEMENT OF POLICY**

State Manager's  
Zone Manager's  
Dealer Service Representatives  
Representatives (Dealer Training)  
Salesmen (Resale)

Gentlemen:

For your information and guidance, We quote below Mr. C. B. Barrett's circular letter #509 of January 2, 1952 under the above subject:

"In order that all concerned may be fully informed, The Texas Company's policy with respect to the procedure to be followed in carrying out its TBA Program, which policy has been in effect for many years, is reiterated below:

1. When presenting the merits of the Company's TBA Program to Texaco Dealers, the selling personnel should explain to the Dealer that even though The Texas Company does not handle tires, batteries and auto supplies, it recognizes the advantages to be derived by the Dealer from the handling of such merchandise and the necessity for the Dealer to do so in order to be competitive, meet the requirements of his customers, and enjoy more profitable operations.

Texaco Dealers should be encouraged to expand their business beyond the sale of petroleum products for the reasons outlined.

(JAX 476 continued on next page)





JAX 476 (*continued from preceding page*)

*Respondents' Exhibit 30A*

2. To facilitate the handling of TBA merchandise by Texaco Dealers the Company provides adequate display equipment in its Service Stations for the sale of such items.
3. The Company recommends certain lines of merchandise which are nationally advertised and enjoy national distribution, just as is true with respect to Texaco Products.
4. Notwithstanding the fact that the Company recommends to its Dealers certain lines of TBA Merchandise, it should be recognized by all concerned that the Company has neither the right nor desire to dictate to the Dealer the type of merchandise he should handle or the source from which he should purchase such merchandise.
5. In the interest of the Dealer, any recommendation with respect to TBA Merchandise made by a Texaco representative to a Texaco Dealer should take into consideration the following factors:



**Respondents' Exhibit 30B**

(9056)

2-8-52

—2—

- (a) The Dealer's requirements based on an analysis of the potential market;
  - (b) The availability of a convenient source of supply;
  - (c) The representation of the tire companies already established in the Area, and the type of service that will be available through the wholesale supply point;
  - (d) In all dealings, the fact that the Texaco Dealer is an independent businessman must be emphasized and he must be permitted to operate as such.
6. If, in exercising his own free choice of the brand of TBA merchandise he desires to handle, the Dealer expresses a preference either for the Goodrich or Firestone line, following a clear cut and straight forward presentation of the Texaco TBA Program as outlined, the Texaco representative should assist the Dealer further by arranging to introduce him to a sales representative of the supplier chosen by the Dealer. It should be recognized at all times that the negotiations between the Dealer and the TBA representative, and any purchase arrangement resulting therefrom, are matters for their mutual consideration, and the Texaco representative should not interfere with or attempt to influence such negotiations or purchase arrangements in any way.

(JAX 477 continued on next page)

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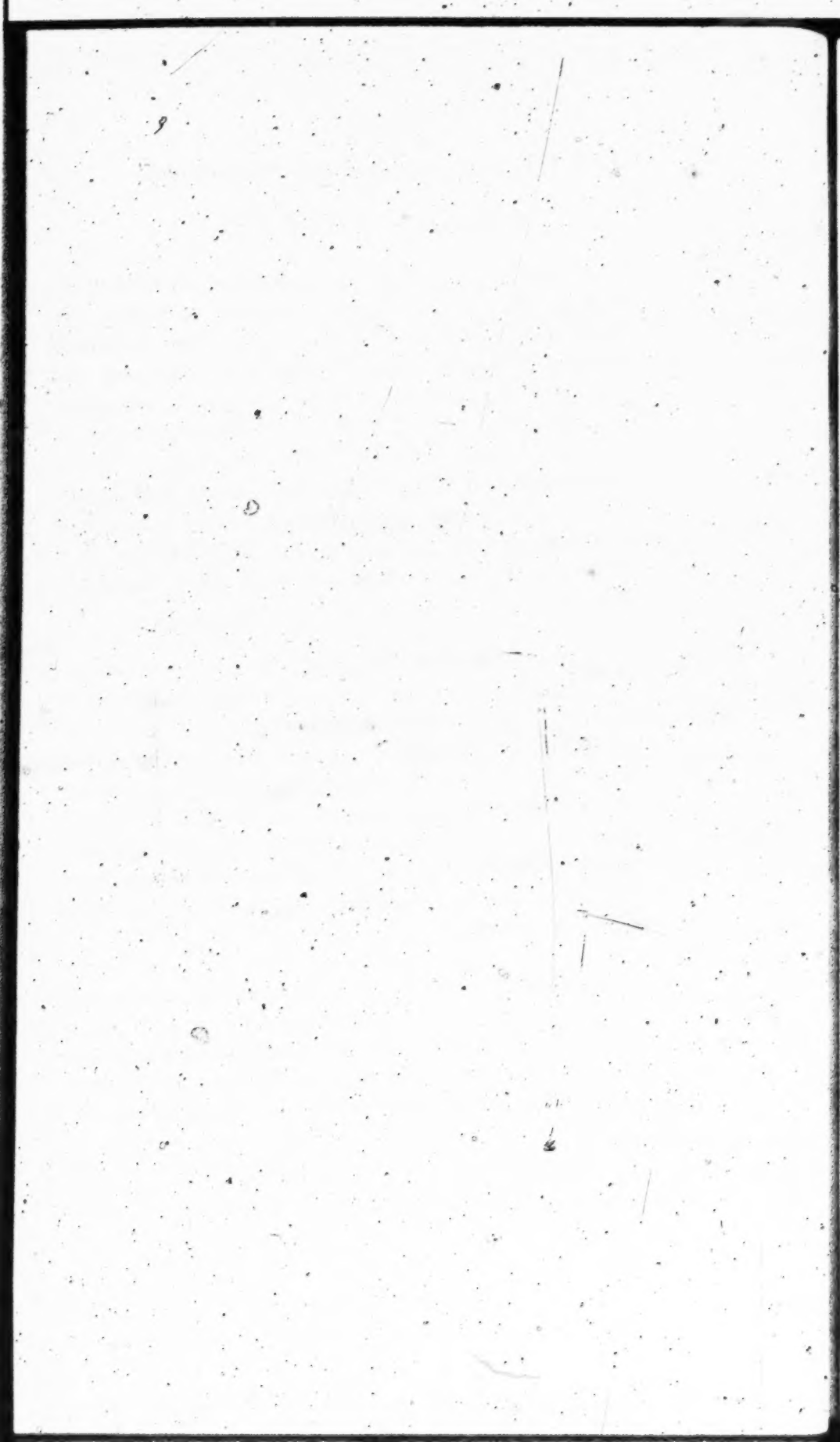
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*Respondents' Exhibit 30B*

7. The Company's assistance to Texaco Dealers goes beyond the mere recommendation covering the Goodrich or Firestone line. In an effort to assist Dealers to expand and develop their business, the Company urges them to keep on hand an adequate amount of merchandise of the proper type to serve fully the motorists' needs. The Firestone or Goodrich Suggested Basic Stock Assortment and Inventory Guide System is considered to be the simplest method available to assure the maintenance of a well balanced stock of fast moving TBA Merchandise.

The Texaco selling personnel should therefore offer to make recommendations to the Dealers with respect to the proper selection of basic stocks of TBA Merchandise and to assist them in the initial installation of the Inventory Guide System. After the inventory is properly set up, Texaco personnel should take no further part in maintaining and handling of such inventory except to the extent of taking orders for merchandise required, as indicated in Item 8.

8. If the Dealer so desires, The Texas Company's selling personnel will further aid him by actually writing up the Dealer's order for Goodrich or Firestone Merchandise and will personally mail or deliver such orders to the Dealer's regular source of supply.





**Respondents' Exhibit 30C**

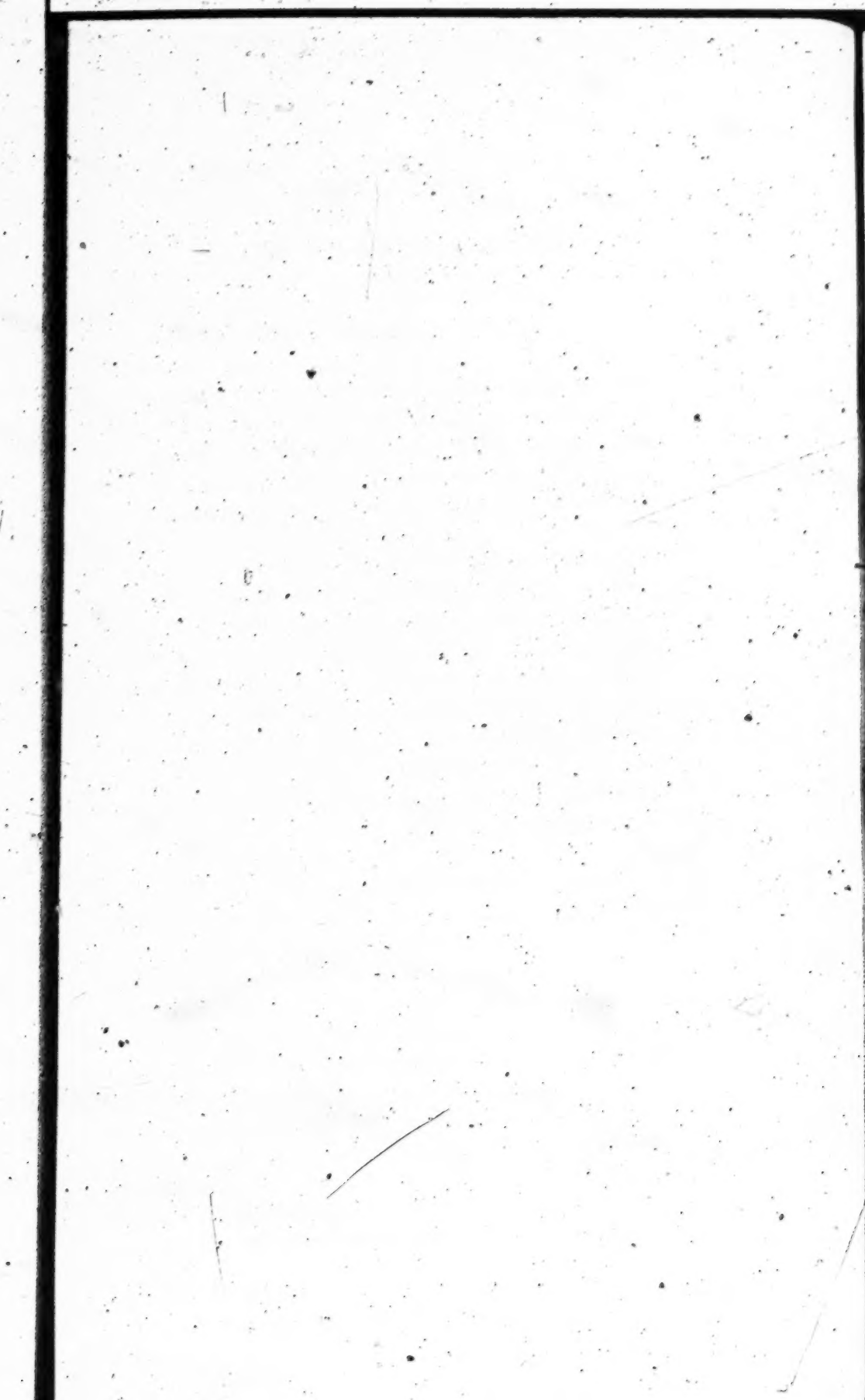
(9057)

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—3—

9. The primary purpose of The Texas Company in sponsoring its TBA Program is to counsel with and continually assist Texaco Dealers so that they will establish and maintain superior service to their customers and thereby earn greater profits.
10. Although in the foregoing program reference is made to Texaco Dealers, it should be understood that every phase of the program outlined is readily adaptable to all TBA programs of Texaco consignees and distributors. Equal effort should be made by the Company's selling personnel to sell them on the merits of the program and the benefits to be derived by adopting it for their own use, and wholeheartedly encouraging the Dealers they serve to adopt it.
11. Definite responsibilities and activities necessary to the effective adaptation of the Company's TBA Program are a part of the regularly assigned duties of all of The Texas Company's field personnel who normally contact Dealers, or Consignees, or distributors. The Company's selling personnel are expected to become familiar with the Firestone and Goodrich Suggested Basic Stock Assortment and Inventory Guide System and the merchandising of TBA Products generally. It should be clearly understood, however, that assistance will also be rendered by Texaco personnel to all Dealers in setting up their own Basic Stock Assortment and Inven-

(JAX 478 continued on next page)



JAX 478 (continued from preceding page)

*Respondents' Exhibit 30C*

tory Guide System regardless of the brand of merchandise handled.

It should be further understood by all concerned that the activities of The Texas Company's personnel in carrying out its TBA Program must be considered as an addition to the efforts or activities of the TBA suppliers' selling personnel and not in lieu thereof.

12. The importance of respecting the independence of the Texaco Dealer and his right to exercise his free and independent judgment with respect to the brand of TBA Merchandise he will handle, and the quantities he will purchase, cannot be over-emphasized. Insofar as The Texas Company is concerned, no TBA supplier shall be preferred over any other as to any territory or portion thereof.

"The foregoing covers completely The Texas Company's TBA policy of long standing, and it must be adhered to without deviation."

Yours very truly,

T. E. HORTON

DBM:rhv



JAX 479

Respondents' Exhibit 31A

1 R-7.31A

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THE TEXAS COMPANY

Atlanta, Georgia, December 31, 1953

CIRCULAR LETTER NO. 4

TBA PROGRAM  
STATEMENT OF POLICY

FILE: 683.1

State Managers  
Zone Managers  
Dealer Service Representatives  
Dealer Training Representatives  
Salesmen (Resale)  
ATLANTA DIVISION

FEDERAL TRADE COMMISSION  
BUCKET NO. 401  
IN THE MATTER OF  
DATE 1/1/54  
WITNESSES  
ACC. REPORTING CO.

Gentlemen:

This letter replaces and cancels Circular Letter No. 509 of January 2, 1953, under the above subject. It does not introduce any change in our policy of long standing, but is intended to:

- A. Assist our personnel in presenting the merits of the program to dealers by stating the reasons for recommending Firestone or Goodrich as a supplier;
- B. Define Division Management's responsibilities in administering the TBA program.
- C. Outline the duties and responsibilities of field personnel charged with carrying out the program in the field.

I. WHAT THE TEXAS COMPANY'S TBA PROGRAM IS

The aim of the Company's TBA program is to encourage dealers to expand their business beyond the sale of petroleum products; and to counsel with and continually assist Texaco dealers to establish and maintain superior service to their customers, maintain an adequate and balanced stock of fast-moving TBA items and to improve their methods of merchandising so that they will be able to take full advantage of the profit potentials available to them through good service station operations.

Accordingly, The Texas Company recommends that its dealers handle Firestone or Goodrich. However, notwithstanding the fact that the Company recommends to its dealers these certain lines of TBA merchandise, it should be clearly understood by all concerned that the Company has neither the right nor the desire to dictate to the dealer the brand or type of merchandise he should handle, or the source from which he should purchase such merchandise, or to require him to handle any TBA merchandise.

9059

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November 11, 1903

Dear Sir,

I have the honor to acknowledge the receipt of your letter of the 10th inst.

in relation to the matter of the proposed extension of the line from the station at the foot of the hill to the station at the top of the hill.

I have also the honor to acknowledge the receipt of your letter of the 11th inst.

in relation to the matter of the proposed extension of the line from the station at the foot of the hill to the station at the top of the hill.

I have also the honor to acknowledge the receipt of your letter of the 12th inst.

in relation to the matter of the proposed extension of the line from the station at the foot of the hill to the station at the top of the hill.

I have also the honor to acknowledge the receipt of your letter of the 13th inst.

in relation to the matter of the proposed extension of the line from the station at the foot of the hill to the station at the top of the hill.

I have also the honor to acknowledge the receipt of your letter of the 14th inst.

in relation to the matter of the proposed extension of the line from the station at the foot of the hill to the station at the top of the hill.

I have also the honor to acknowledge the receipt of your letter of the 15th inst.

in relation to the matter of the proposed extension of the line from the station at the foot of the hill to the station at the top of the hill.

I have also the honor to acknowledge the receipt of your letter of the 16th inst.

in relation to the matter of the proposed extension of the line from the station at the foot of the hill to the station at the top of the hill.



JAX 480

Respondents' Exhibit 31B

FEDERAL TRADE COMMISSION  
EXHIBIT NO. 31B

Circular Letter No. 4

- 2 -

December 31, 1953

**II. WHY FIRESTONE AND GOODRICH LINES WERE SELECTED  
FOR RECOMMENDATION TO TEXACO DEALERS**

The TBA merchandise lines and merchandising policies of both Firestone and Goodrich offer many advantages to the dealers, including a complete line of high quality automotive products to meet practically all the needs of the motorist. Firestone and Goodrich products have national acceptance, backed by extensive national advertising, and are distributed in all 48 states, with sales and delivery service available through 1,286 salary operated supply points and numerous dealer operated stores carrying the complete line.

Another advantage of handling these lines is that the dealer can purchase his entire TBA requirements from one source, conveniently located, thus earning extra discounts through volume purchases. Both Firestone and Goodrich have extensive sales promotion programs designed expressly to fit the needs of their service station accounts. Point-of-sale promotional material and cooperative advertising are available on a low-cost or no-cost basis. They also have a large sales force fully trained to assist the service station dealers to make the most of their TBA opportunities.

All these factors tend to increase the saleability of Firestone and Goodrich products, and thus increase the profits of the dealers handling such lines.

**III. RESPONSIBILITIES OF DIVISION MANAGEMENT  
IN ADMINISTERING THE TBA PROGRAM**

The proper administration of The Texas Company's TBA program in the field is the direct responsibility of Division Management. They should see to it that each member of the field organization who normally contacts dealers, consignees and distributors:

- (1) Understands that even though The Texas Company does not handle tires, batteries and auto supplies, it recognizes the advantages to be derived by the dealer from the handling of such merchandise and the necessity for the dealer to do so in order to be competitive, meet the requirements of his customers, and enjoy more profitable operations.
- (2) Becomes familiar with the lines and basic sales policies and promotional and merchandising programs of Firestone and Goodrich, including their Suggested Basic Stock Assortment and Inventory Guide Systems.

3059



JAX 481

Respondents' Exhibit 21C

FEDERAL TRADE COMMISSION  
DOCKET NO. 618-1 EXHIBIT 21C 37-C

Circular Letter No. 4

- 3 -

December 31, 1953

(3) Handles assigned duties outlined in Section IV.

**IV. DUTIES OF TEXACO SALES PERSONNEL CHARGED WITH  
HANDLING TBA PROGRAM IN THE FIELD**

Listed below are the responsibilities and activities which are part of the regularly assigned duties of selling personnel who normally contact dealers, consignees or distributors:

- (1) Present the merits of our TBA program, recommending the products of Firestone or Goodrich if best suited to the dealer's interest.
- (2) Recommendations with respect to TBA merchandise made by a Texaco representative to a Texaco dealer should in the best interest of the dealer take into consideration the following factors:
  - (a) The dealer's requirements based on an analysis of the potential volume available within the dealer's specific trading area;
  - (b) The availability of a convenient source of supply and the frequency of contact and type of service to be afforded the dealer by a wholesale supplier, as well as the supplier's ability and willingness to assist the dealer to be competitive in the market at all times;
  - (c) The established representation of the tire company in the area.
- (3) If, after a straightforward sales presentation of the Company's TBA program, and a full explanation of the merits of such program, the dealer should in exercising his free choice of a brand of TBA merchandise express his preference for the Goodrich or Firestone line, the Texaco representative should promptly arrange to introduce to him a sales representative of the supplier chosen by the dealer. It should be recognized at all times that the negotiations between the dealer and the tire company representative, and any purchase arrangements resulting therefrom, are matters for their mutual consideration. The Texaco representative, however, should be prepared and willing to lend any advice and counsel that may be requested of him by the dealer during such negotiations.

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FEDERAL TRADE COMMISSION  
 NOV 19 1953 EXHIBIT 31D

Circular Letter No. 4

- 4 -

December 31, 1953

- (4) In an effort to help dealers expand and develop their business, the Company urges them to stock an adequate amount of TBA merchandise to serve fully the motorists' needs. Texaco selling personnel, with the dealers approval, will assist in the physical installation of an "Inventory Guide System", and continue to assist in the maintenance until its use is habitual with the dealer, regardless of the brand chosen by the dealer. The Firestone or Goodrich "Suggested Basic Stock Assortment and Inventory Guide System" is considered among the simplest methods available to assure the maintenance of a well-balanced stock of fast-moving TBA merchandise, and dealers should be advised of this and urged to consider its installation and use.
- (5) Similar guidance and assistance should be offered in the use and maintenance of TBA display programs, and dealers should be urged to utilize all appropriate space available to them in building displays that will attract customers and increase sales.
- (6) The Company's sales personnel should be sufficiently alert at each visit to a service station to call the dealer's attention to their willingness to aid him by actually writing up the dealer's order for Goodrich or Firestone merchandise. As a further assistance to the dealer, Texaco personnel should personally mail or deliver such orders to the dealer's source of supply. Orders should be written on the forms furnished by Firestone and Goodrich and carried by Texaco personnel at all times.
- (7) Although reference is made heretofore to dealers, it should be understood that every phase of the program is adaptable to TBA programs of consignees and distributors. Equal effort should be made by the Company's personnel to sell consignees and distributors on the merits of the program and the benefits to be derived by adopting it for their own use and wholeheartedly encouraging the dealers they serve to use it.

The importance of respecting the independence of the Texaco dealer and his right to exercise his free and independent judgment with respect to the brand of TBA merchandise he will handle, and the quantities he will purchase, cannot be overemphasized. Insofar as the Texas Company is concerned, no TBA supplier shall be preferred over any other as to any territory or portion thereof.



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JAX 483

Respondents' Exhibit 31E

FEDERAL TRADE COMMISSION  
DOCKET NO. 31-E  
EXHIBIT 31E

Circular Letter No. 4

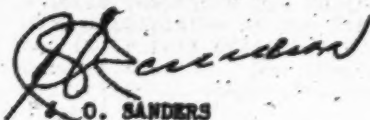
-5-

December 31, 1953

The success of the TBA Program depends upon the kind of a selling job that is done. The principles of the Texaco Selling Method are sound and appropriate, and should be applied as wholeheartedly in handling this program as in all other sales efforts.

The success you will attain depends entirely upon the time and effort you put into the program and the cooperation you give and receive from the rubber company representatives. Your job will be much easier and your results much more satisfactory if you work closely with the tire company representatives.

Yours very truly,



O. SANDERS

JOS-EER

JOS-RVG-DD-JHB-WHGJr-JNS-LWD

ACCT. FILE

3362



JAX 484

Respondents' Exhibit 12A

THE TEXAS COMPANY

Atlanta, Georgia, December 13, 1955

**THE PROGRAM  
STATEMENT OF POLICY**

FILE: 683.1

CIRCULAR LETTER NO. 4-A

Merchandising Salesmen  
General Salesmen  
ATLANTA DIVISION

Gentlemen:

FEDERAL TRADE COMMISSION  
SUBMIT TO 607  
IN THE MATTER OF  
DATE 2/15/56  
WITNESS  
ACCT REPORTING CO. CHAS. B. BAKER

This supplements our Circular Letter No. 4 written December 11, 1953.

In order to remind our selling organization, particularly new employees who have joined our ranks in recent years, of the merits of the Texas Company's TRA Program and to outline the duties and responsibilities of our field personnel in this connection, it is felt desirable to review the Company's policy with respect thereto. The program and the duties of our field organization in connection therewith are fully covered by the attached statement.

Your copy of this policy statement should be placed in your portfolio "Business Builders for Texaco Dealers" so that you will at all times have with you for ready reference a full explanation of this Company's TRA policy and the detailed instructions as to how you should function under the program.

We urge that you study this program carefully and familiarize yourself with it so that you will be in a position to discuss it freely and intelligently with your dealers and prospective dealers. We also call your attention to the importance our Company places on this program and urge that you give it the effort and attention it deserves.

Yours very truly,

*J. O. Sanders*  
J. O. SANDERS

1:HOjr-RR:

Attach.

JOS-R.O-DD-JHB-ACK-1:HO-JIM-MID

RF-122/LBS-JW-12A-JAO

Zone Managers

Dealer Service Representatives

Dealer Training Representatives

ACCTG. FILE

DRIVE IN '55

9063

2-2-72

ALL INFORMATION CONTAINED HEREIN IS UNCLASSIFIED  
DATE 11-17-2001 BY 60322 UCBAW

YOUNG & CO. NEW YORK

1992

10-11-1944

[illegible]

1. The first of these is the fact that the majority of the population of the United States is of European descent. This is a fact which has been recognized by the government and the people of the United States for many years. It is a fact which has been recognized by the government and the people of the United States for many years. It is a fact which has been recognized by the government and the people of the United States for many years.

1. The first step in the process of identifying a problem is to define the problem. This involves identifying the symptoms of the problem and determining the scope of the problem. Once the problem has been defined, the next step is to identify the causes of the problem. This involves identifying the factors that are contributing to the problem and determining the root cause of the problem. Once the causes of the problem have been identified, the next step is to develop a plan to address the problem. This involves identifying the actions that need to be taken to address the problem and determining the resources that will be needed to implement the plan. Once a plan has been developed, the next step is to implement the plan. This involves taking the actions that have been identified in the plan and monitoring the progress of the plan. Finally, the last step in the process is to evaluate the results of the plan. This involves determining whether the plan has been successful in addressing the problem and identifying any lessons learned from the process.

1. The first step in the process of developing a program is to determine the need for the program. This is done by conducting a needs assessment, which involves gathering information about the current situation and identifying the gaps between the current situation and the desired situation. The needs assessment should take into account the needs of the community, the organization, and the individuals involved in the program.

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1. The first part of the document is a list of names and addresses, which are arranged in a columnar format. The names are written in a cursive script, and the addresses are written in a more formal, printed style. The list includes names such as "John Doe", "Jane Smith", and "Robert Johnson", along with their respective addresses.

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## THE TEXAS COMPANY'S TBA PROGRAM

In order to remind our selling organization of the merits of The Texas Company's long standing TBA Program and to outline the duties and responsibilities of field personnel charged with carrying out this program, it is felt desirable to review fully herein the Company's policy with respect thereto. It is intended that these sheets be added to each salesman's portfolio "Suggested Basic Stock for Texaco Dealers" and be made a part thereof, so that every salesman will at all times have with him the full explanation of the Company's TBA Policy and the detailed instructions as to how the selling organization should function under this program.

## I. WHY THE TEXAS COMPANY HAS A TBA PROGRAM

It is recognized that most service station dealers cannot successfully sell and retain regular customers and reap full profits from their operations if only petroleum products are handled. Statistics prove that the average automobile owner prefers to depend on his regular service station dealer for his automotive necessities short of major repairs. These necessities, commonly known in the industry as TBA merchandise, include tires, batteries, the basic stock parts, items of dress and other accessories items normally handled by most successful service station dealers, plus many of the "extras" or "extras" items.

The purpose of the Company's TBA program therefore is to encourage dealers to expand their business beyond the sale of petroleum products. To accomplish this Texaco sales personnel should counsel with and continuously assist Texaco dealers to establish and maintain superior service to their customers, maintain an adequate and balanced stock of fast-moving TBA items and to improve their methods of merchandising so that they will be able to take full advantage of the profit potentials available to them through good service station operations.

## II. WHY FIRESTONE AND GOODRICH TIRES WERE SELECTED FOR RECOMMENDATION TO TEXACO DEALERS

The Texas Company believes that the TBA merchandise line and merchandising policies of both Firestone and Goodrich offer many advantages to Texaco dealers, including a complete line of high quality automotive products to meet practically all the needs of the motorist. Firestone and Goodrich products have national acceptance, backed by extensive national advertising, and are distributed in all 48 states, with sales and delivery service available through more than 1,000 salary-operated supply points and numerous dealer operated stores which carry the complete line.

Another advantage of handling Firestone or Goodrich products is that the dealer can purchase his entire TBA requirements from one source, conveniently located, thus saving extra discounts through volume purchases. Both Firestone and Goodrich have extensive sales promotional programs designed expressly to fit the needs of their service station accounts. Full of this promotional material and co-operative advertising are available on a low-cost or no-cost basis. They also have large sales forces fully trained to assist the service station dealers to make the most of their TBA opportunities.

All these factors tend to increase the desirability of Firestone and Goodrich products, and thus increase the profits of dealers handling such lines. Accordingly, The Texas Company recommends that its dealers handle Firestone or Goodrich merchandise.

Notwithstanding the fact that the Company recommends to its dealers certain lines of TBA merchandise, it should be clearly understood by all concerned that the Company has neither the right nor the desire to dictate to the dealer the brand or type of merchandise he should handle, or the source from which he should purchase such merchandise, or to require him to handle any TBA merchandise.

## III. DUTIES OF TEXACO SALES PERSONNEL

(1) Each member of the field organization who normally contacts dealers, wholesalers, and distributors should clearly understand that even though The Texas Company does not handle tires, batteries, and auto supplies, it recognizes the advantage to be derived by the dealer from the handling of such merchandise and the necessity for the dealer to do so in order to be competitive, meet the requirements of his customers and enjoy more profitable operations.

(2) In order to present the merits of The Texaco TBA Program all selling personnel should be thoroughly familiar with the lines, the basic sales policies, the promotional programs and the merchandising programs of both Firestone and Goodrich, including establishment and maintenance of their "Suggested Basic Stock Assortment and Inventory Guide System."

(3) Before making definite recommendations with regard to TBA merchandise to a Texaco dealer, the Texaco representative should assist the dealer in analyzing the potential volume of TBA business that the dealer can reasonably expect within his specific trading area, and help him to arrive at a basic minimum inventory that should permit adequate service of his particular market.

One of the important responsibilities of Texaco sales personnel is that they should continually be in position to advise dealers of forthcoming Firestone or Goodrich promotional programs so that the dealer can take advantage of every opportunity to increase his profits and be more competitive.



# THE TEXAS COMPANY'S TRADING ACTIVITIES

It is the policy of the Texas Company to conduct its trading activities in a manner which is consistent with the principles of fair dealing and good will. The Texas Company is a member of the American Petroleum Institute and is committed to the highest standards of ethical conduct in the oil industry.

## THE TEXAS COMPANY'S TRADING ACTIVITIES

The Texas Company's trading activities are conducted in accordance with the principles of fair dealing and good will. The company is committed to the highest standards of ethical conduct in the oil industry and is a member of the American Petroleum Institute.

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(4) Any recommendation with respect to brand of TBA merchandise made by the Texaco representative should be predicated on the availability of a convenient source of supply, the frequency of contact and the type of service to be afforded the dealer by the wholesaler supplier. A dealer factor would be the supplier's ability and willingness to assist the dealer to be competitive in the market at all times. The established representation of the tire company in the area should also be taken into consideration.

(5) If, after a straightforward sales presentation of the Company's TBA program, and a full explanation of the merits of such program, the dealer should in anywise be the owner of a brand of TBA merchandise express his preference for the Goodrich or Firestone line, the Texaco representative should promptly arrange to introduce to him a sales representative of the supplier chosen by the dealer. It should be recognized at all times that the negotiations between the dealer and the sales representative, and any purchase arrangements resulting therefrom, are matters for their mutual consideration. The Texaco representative, however, should be prepared and willing to lend any advice and counsel that may be requested of him by the dealer during such negotiations.

(6) The Firestone or Goodrich "Suggested Basic Stock Assortment and Inventory Guide System" is considered among the simplest methods available to assure the maintenance of a well-balanced stock of fast-moving TBA merchandise. The Texaco representative should advise the dealer the complete functions of the "Inventory Guide" and urge the dealer to consider its installation and use. Inasmuch as it is consistent with good business management to maintain proper and adequate inventories, it should be explained to the dealer that this type of Guide can be of much value to him in effecting sales and in selling it easier for him to buy only the merchandise needed. Texaco selling personnel should not only assist in the physical installation of the Inventory Guide System, but should continue to assist the dealer in the maintenance of the Guide until he can by the dealer become established routine in his everyday operation.

(7) It has been said that merchandise well displayed is half sold. Eye-catching displays of TBA products at service stations, like petroleum product displays, can be of utmost value to dealers in increasing their sales and profits. It is also important that the price be prominently shown on all TBA merchandise displayed and that the merchandise be kept in a clean and orderly arrangement. To help attract more customers and make more sales, both Firestone and Goodrich make available to dealers an intensive pricing list as well as display packages containing up-to-date and attractive point-of-sale material.

Texaco representatives should urge dealers to take full advantage of the tire company's offer of assistance in improving their station's "sparkle" with displays that present an attractive appearance. The Company's selling personnel should assist dealers in utilizing all appropriate space available to them for building displays that will attract customers and increase sales.

(8) The regular order forms furnished by Firestone and Goodrich are to be carried by Texaco selling personnel at all times. At each visit to a service station, the Company's sales personnel should call the dealer's attention to the fact that as a further assistance to him in keeping his desired inventory balanced, he will write up the dealer's order for the Goodrich or Firestone merchandise that is needed. Texaco personnel should personally mail or deliver such orders to the dealer's source of supply.

(9) Holders of The Texas Company's National Credit Cards are privileged to purchase Firestone or Goodrich TBA merchandise from Texaco dealers on their regular 30-day account, or may, when desired, extend their payments for such merchandise over a period up to 6 months. If properly promoted by the dealer, this Texaco Deferred Payment Plan can be of material assistance to him in increasing his sales and profits without the necessity of tying up the dealer's working capital for accounts receivable. The Company's selling personnel should urge dealers to take full advantage of this dealer aid for the convenience of their customers, which is available without cost. The Texaco representative should also make sure that the dealer understands the proper handling of customer charges for TBA merchandise on The Texas Company's Deferred Payment Plan.

(10) Although reference is made heretofore to dealers, it should be understood that every phase of the TBA program is adaptable to TBA programs of co-ownership and distribution. Equal effort should be made by the Company's personnel to sell co-ownership and distribution on the merits of the program as a means of developing their dealers, and the benefits to be derived by adopting it for their own use.

The principles of the Texaco Selling Method are sound and appropriate and should be applied wholeheartedly by the Texaco Company's selling personnel when selling the merits of or handling any phase of the Company's TBA program. The success of the TBA program depends upon the kind of selling job that is done. The handling of the TBA program with dealers is an important part of the regularly assigned duties of the Company's selling personnel. Nevertheless, the importance of respecting the independence of the Texaco dealer and his right to exercise his free and independent judgment on all matters and all phases of his business cannot be overemphasized.

1. The Company has a policy of not making any statement or disclosure of information that might be considered material to the Company's financial position or performance, or that might be considered material to the Company's business, until such time as the Company has first filed a report with the SEC containing such information. This policy is intended to ensure that the Company's financial statements and other information are accurate and complete, and that the Company's business is not harmed by premature disclosure of information.

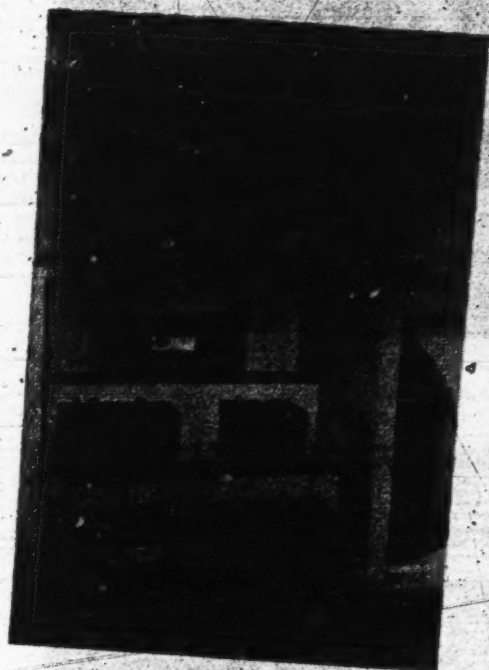
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1. The first part of the report is a general introduction to the subject of the study. It discusses the importance of the study and the objectives of the research. It also provides a brief overview of the methodology used in the study.

THE TEXAS COMRADE





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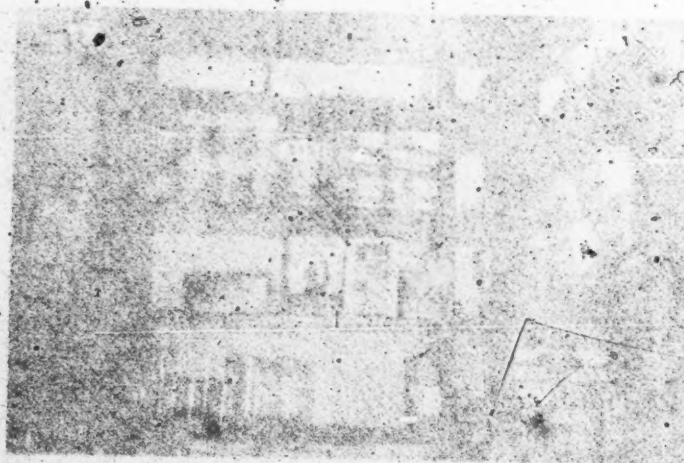
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On addition to the following, the following are the names of the persons who have been identified as having been in contact with the subject during the period of the investigation:



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EXHIBIT 100-100





### Respondents' Exhibit 39

**TEXACO PETROLEUM PRODUCTS**



U.S. DEPARTMENT  
OF JUSTICE  
FEDERAL BUREAU OF INVESTIGATION

DENVER 1, COLORADO  
 April 14, 1950

FEDERAL TRADE COMMISSION  
DOCKET NO. 7-1086

Mac's Radiator Shop  
Green T. McCallister  
Brooklyn and San Luis  
Alamosa, Colorado

IN THE MATTER OF John J. [illegible]  
DATE 7-1-57 WITNESSES [illegible]  
ICE REPORTING CO. OFFICE [illegible]

**Quesada, J. A.**

Attached hereto is our Check No. 57282 which represents the extra discount you have earned during the past year on your Sales Agreement covering the purchase of Remco Motor Lubricants. This sum represents to you an extra profit and we are pleased to see that you have availed yourself of this opportunity to increase your earnings. Extra profits are important to your business these days and we would like to be of as much help as possible to you in securing them.

In addition to increasing your earnings by increasing your lubricating oil sales, we suggest that there are also great opportunities for increased earnings in the sale of tires, tubes, and automobile accessories. If you are not already taking advantage of these opportunities, perhaps you should give consideration to doing so. The motorist today has learned to go to his service station for all his motoring needs. We feel that this presents to you a splendid opportunity for increased profits if you are adequately prepared to fill his needs.

The Tanager Representative in your area will be glad to assist you in the marketing of your TNA merchandise. If you are seeking a new line of TNA products, we will be glad to discuss it with you and give you the benefit of our experience and our help. You are free, as you know, to select any brand of TNA merchandise which you may elect and our only interest is to help you market that merchandise at a profit to you so that your business will be more successful in every way. You are handling high-quality petroleum products and the earnings that can be developed through a line of quality TNA merchandise should be very important to you in the operation of your station.

Please do not hesitate to call on us if there is any way in which we can be of help.

Yours very truly,

J. A. Stumpf,

W. A. STRIDGLE  
DIVISION MANAGER

9368

THE TEXAS COMPANY

THE TEXAS COMPANY

THE TEXAS COMPANY



THE TEXAS COMPANY  
1927-1928

THE TEXAS COMPANY  
1927-1928

It is a pleasure to have you with us in this year-end  
report. The Texas Company has been very successful in the  
past year, and we are confident that the future is bright  
for us. We have a large and growing business, and we are  
pleased to have you with us in this year-end report.

In addition to the business of the Texas Company, we  
are also engaged in the business of the Texas Company.  
We are a large and growing business, and we are  
pleased to have you with us in this year-end report.

We are a large and growing business, and we are  
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We are a large and growing business, and we are  
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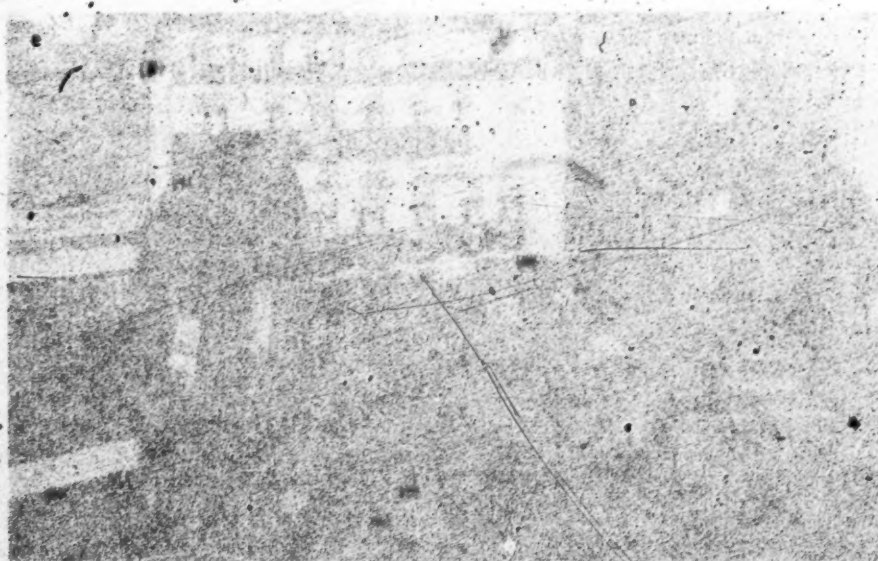
We are a large and growing business, and we are  
pleased to have you with us in this year-end report.

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W. A. STEPHENS  
1927-1928



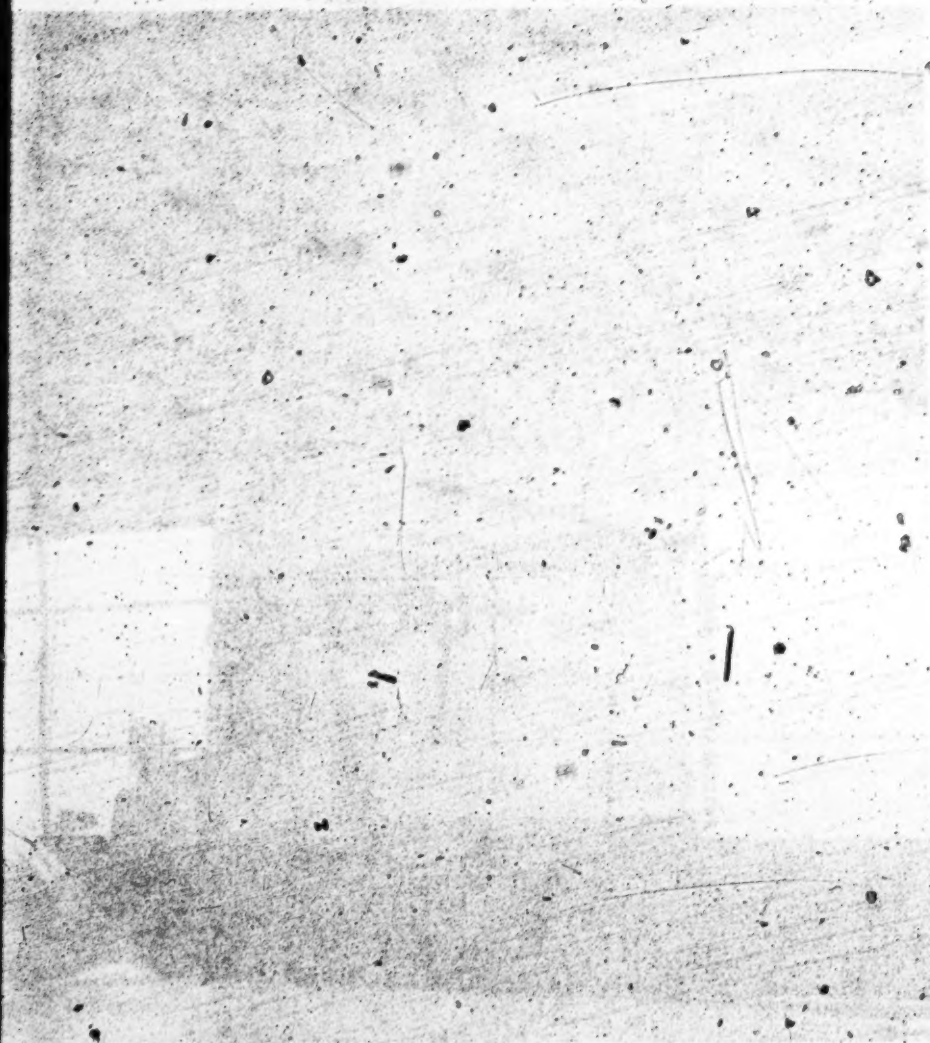
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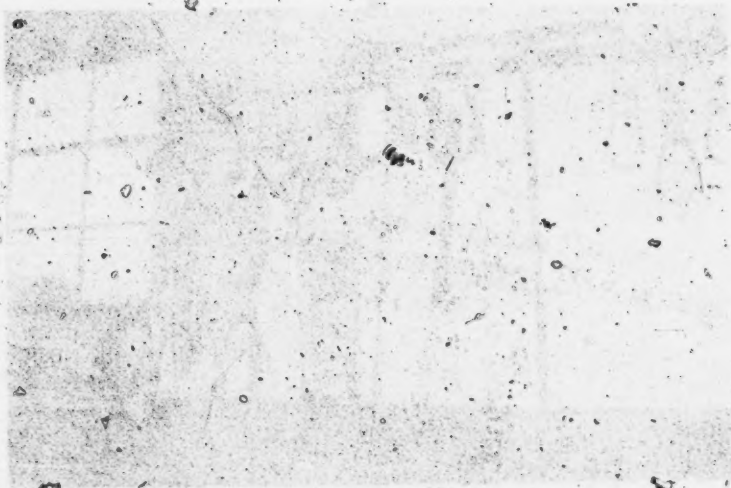
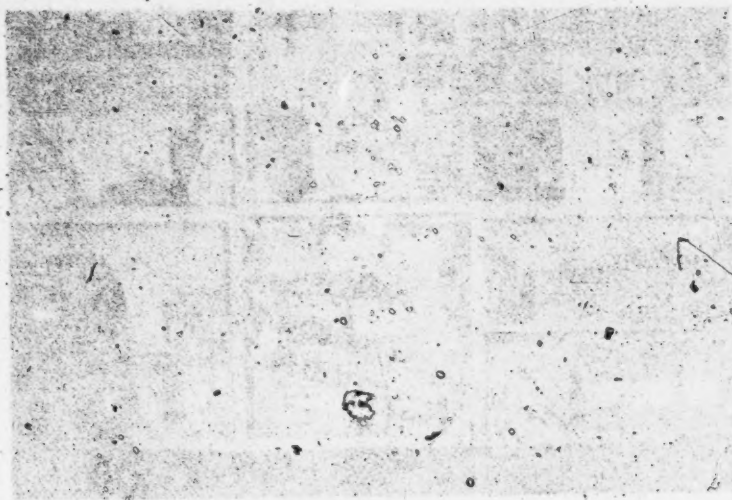




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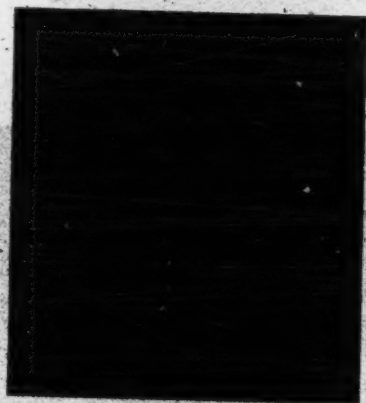


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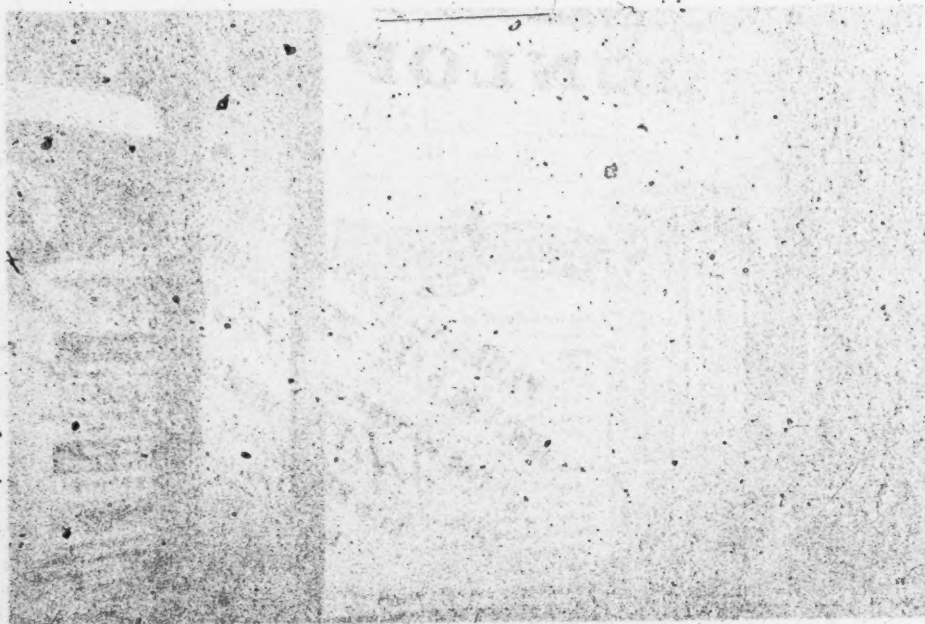


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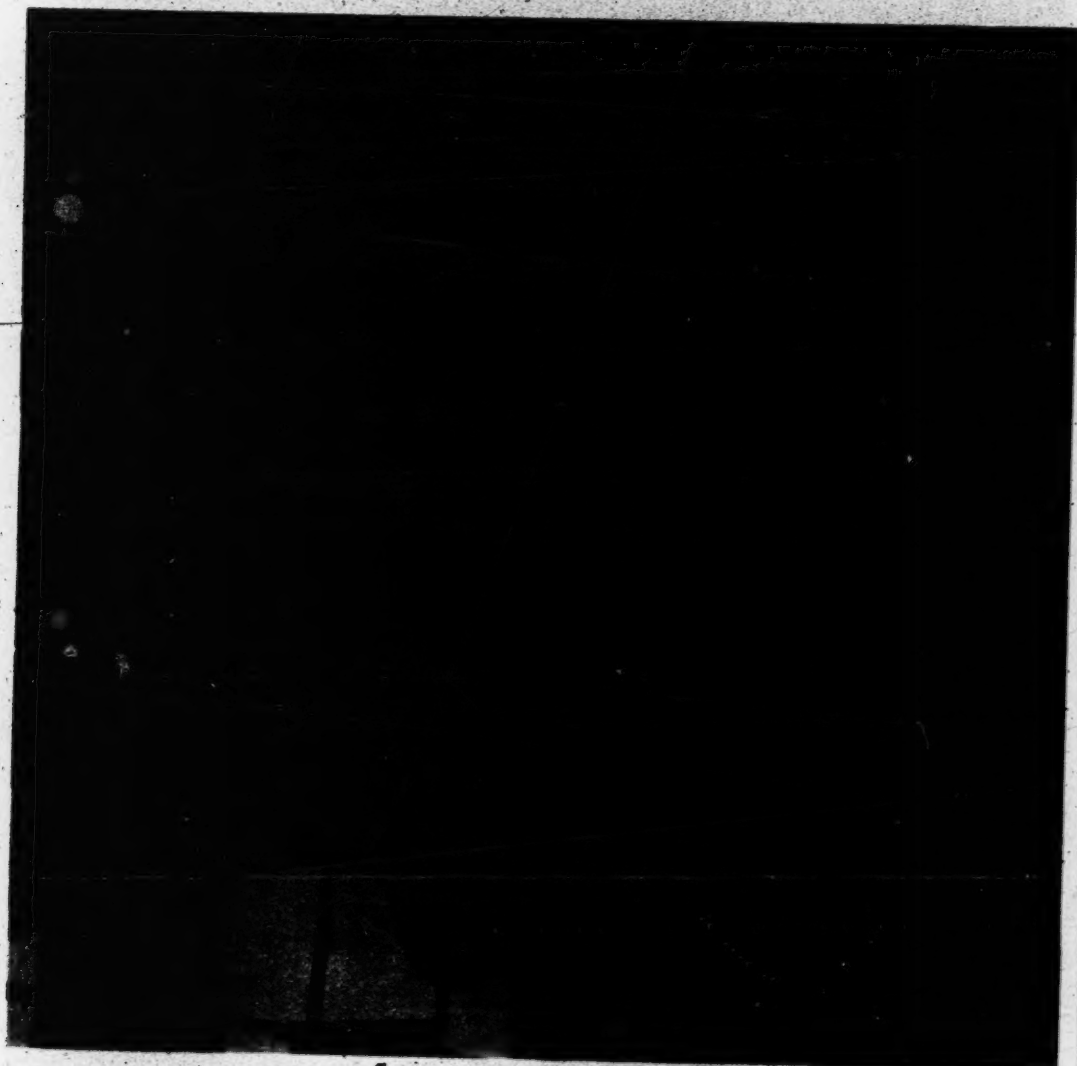
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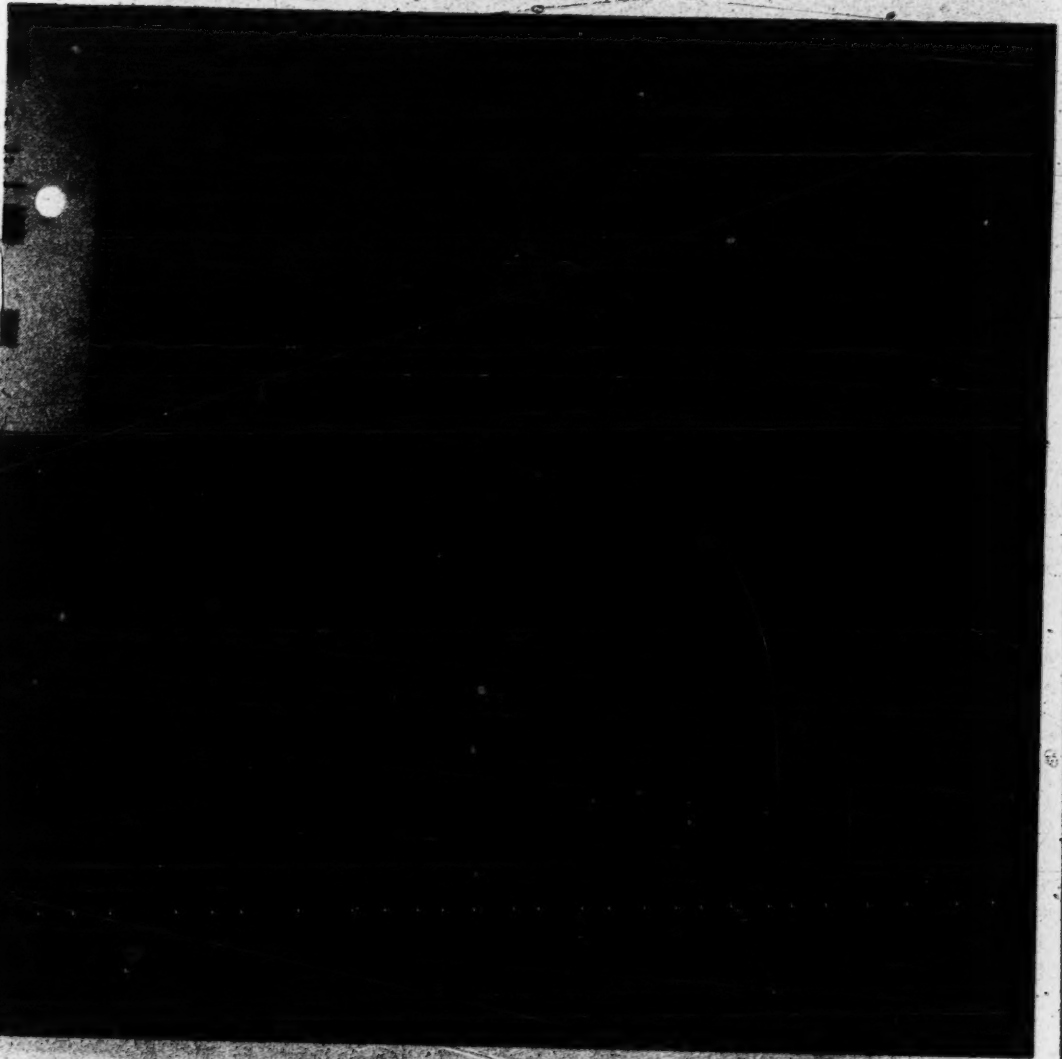


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Representative's Office 433

JAY 430

Representative's Office 430



2015 RELEASE UNDER E.O. 14176



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FEDERAL TRADE COMMISSION

1975-1976

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Respondent Exhibit 400



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SECRET

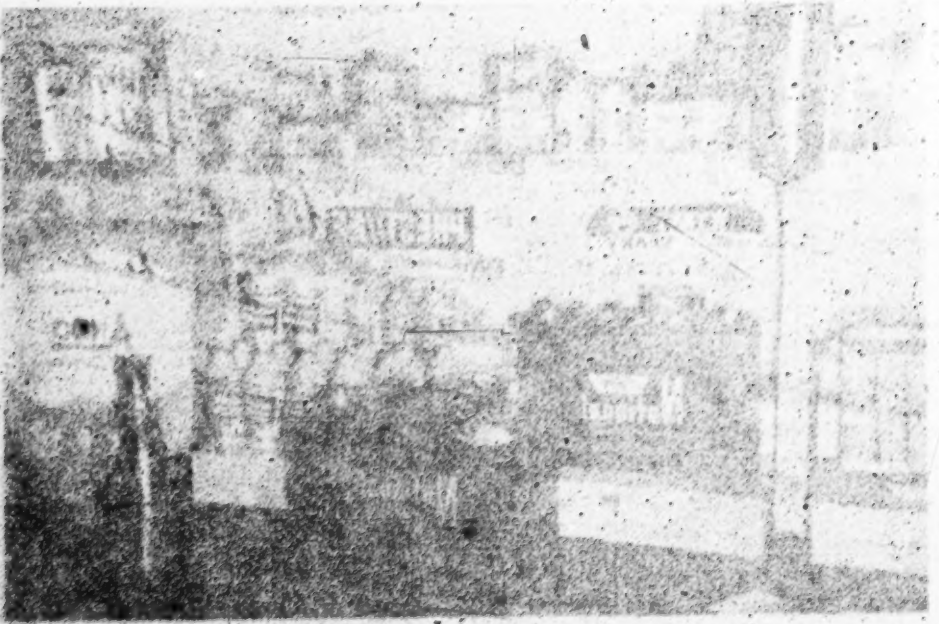
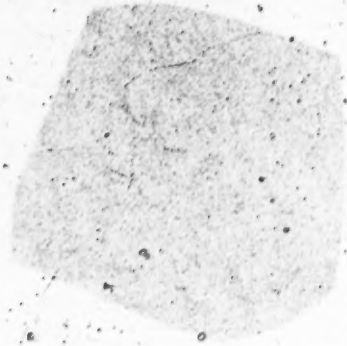
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Memorandum for the Director





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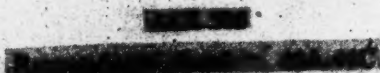
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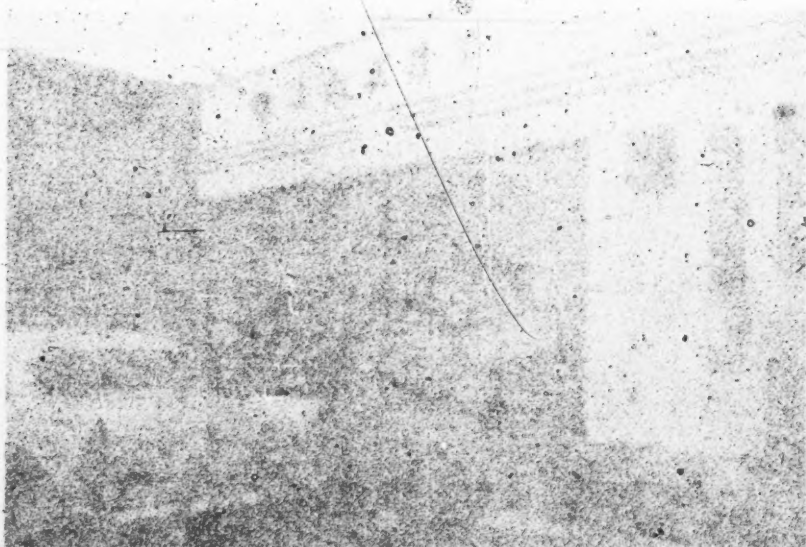
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Baptist Church of Christ



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Expenditure Exhibit 48A

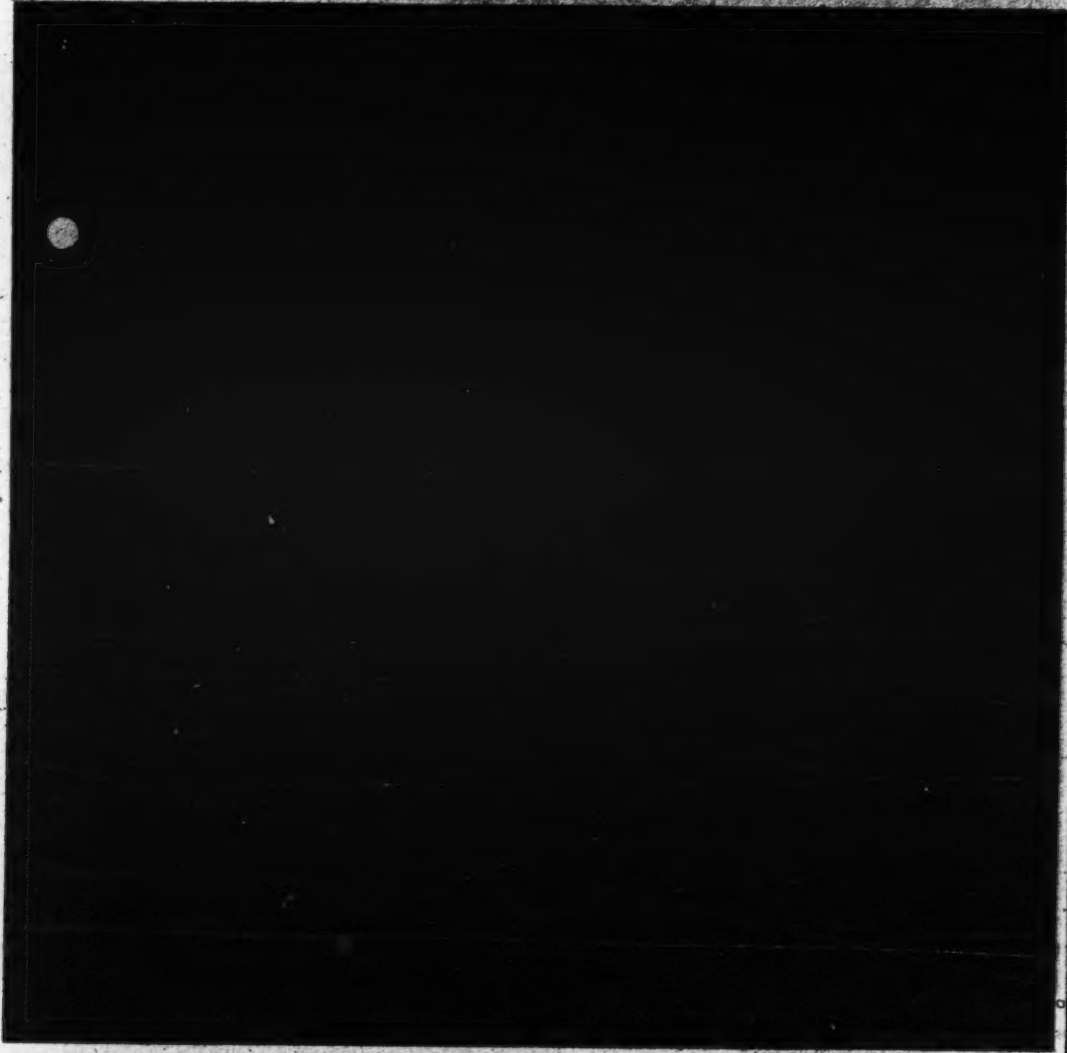


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Department of Justice

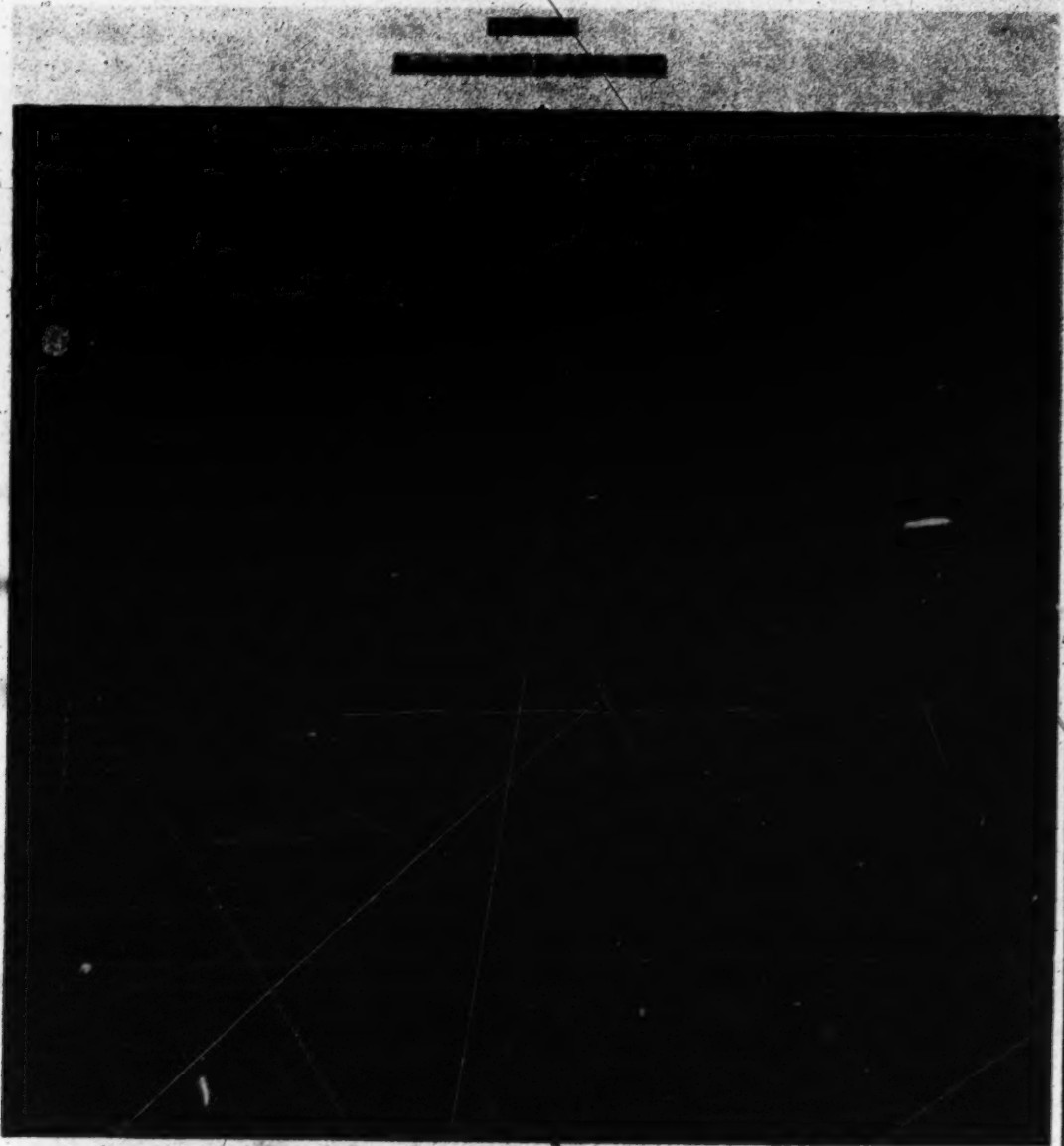


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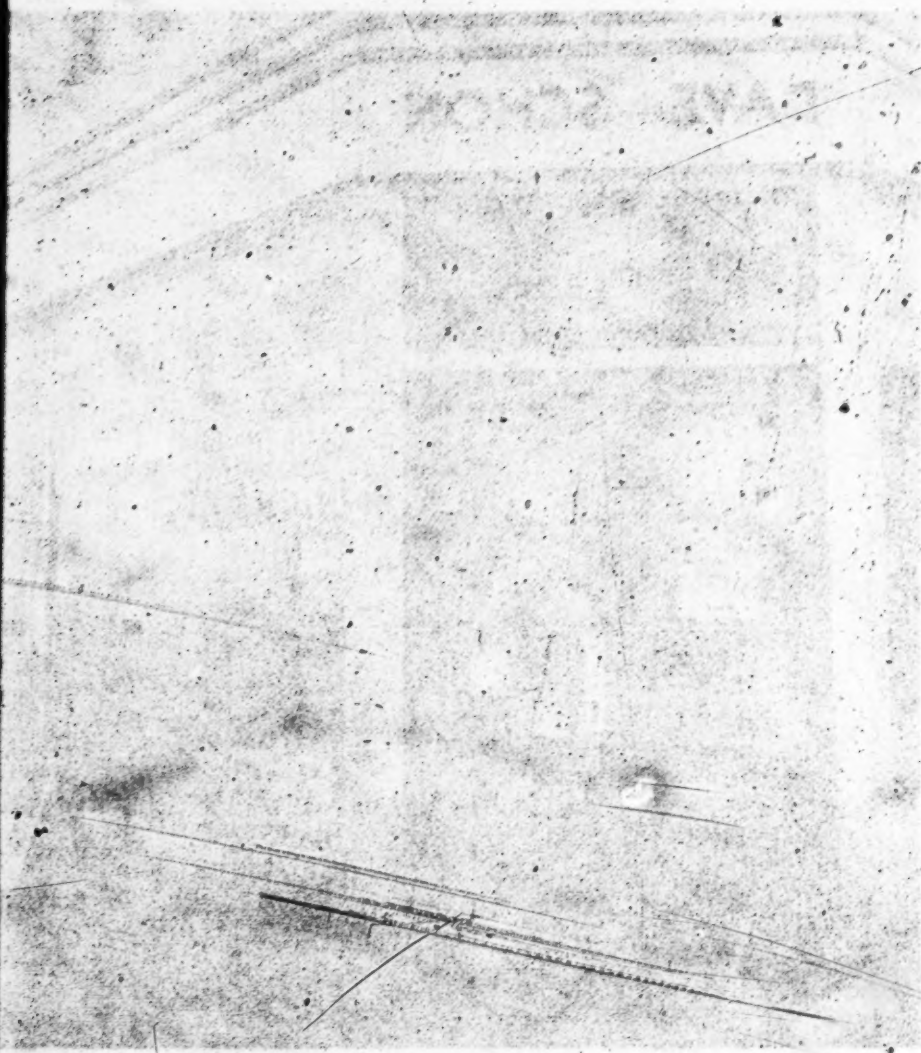




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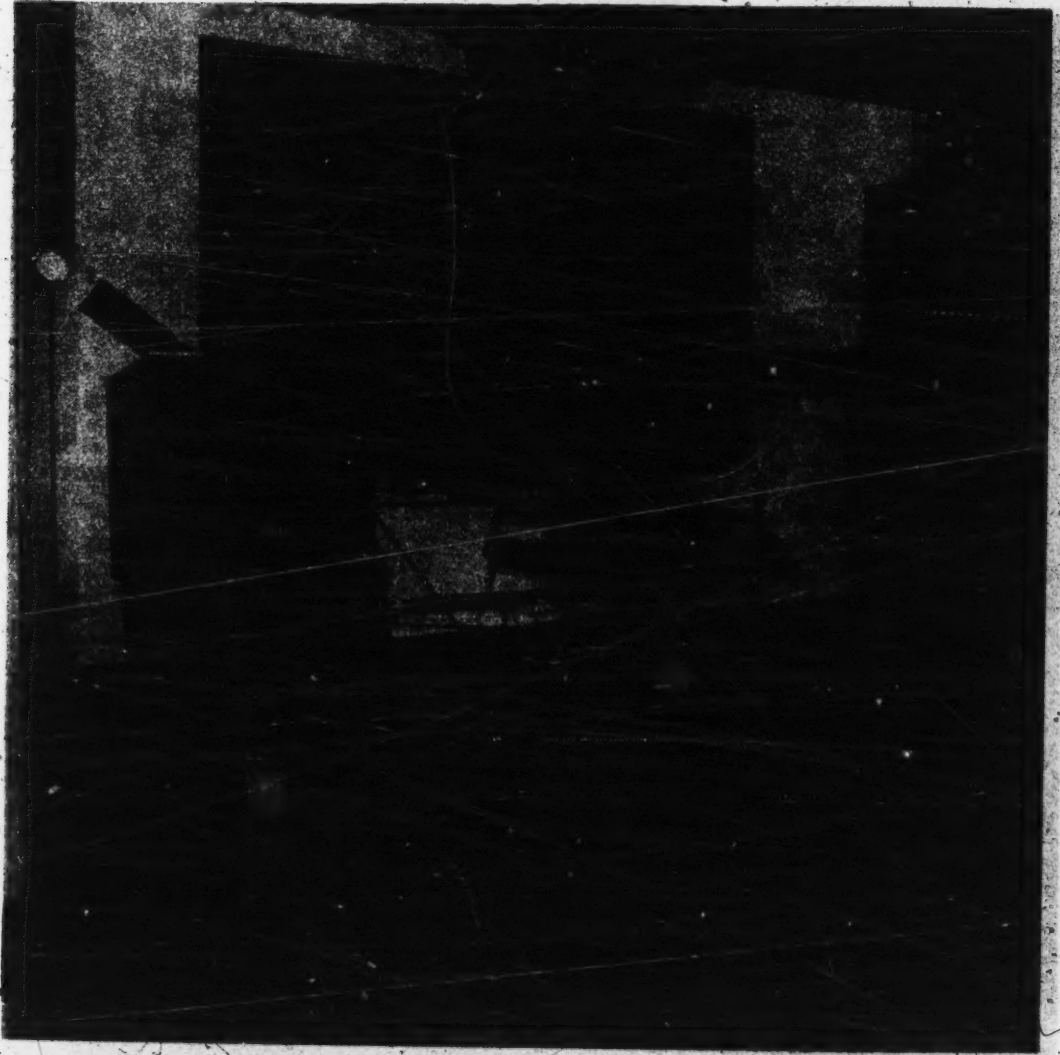
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Respondents' Exhibit 49A





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Respondent's Exhibit 422





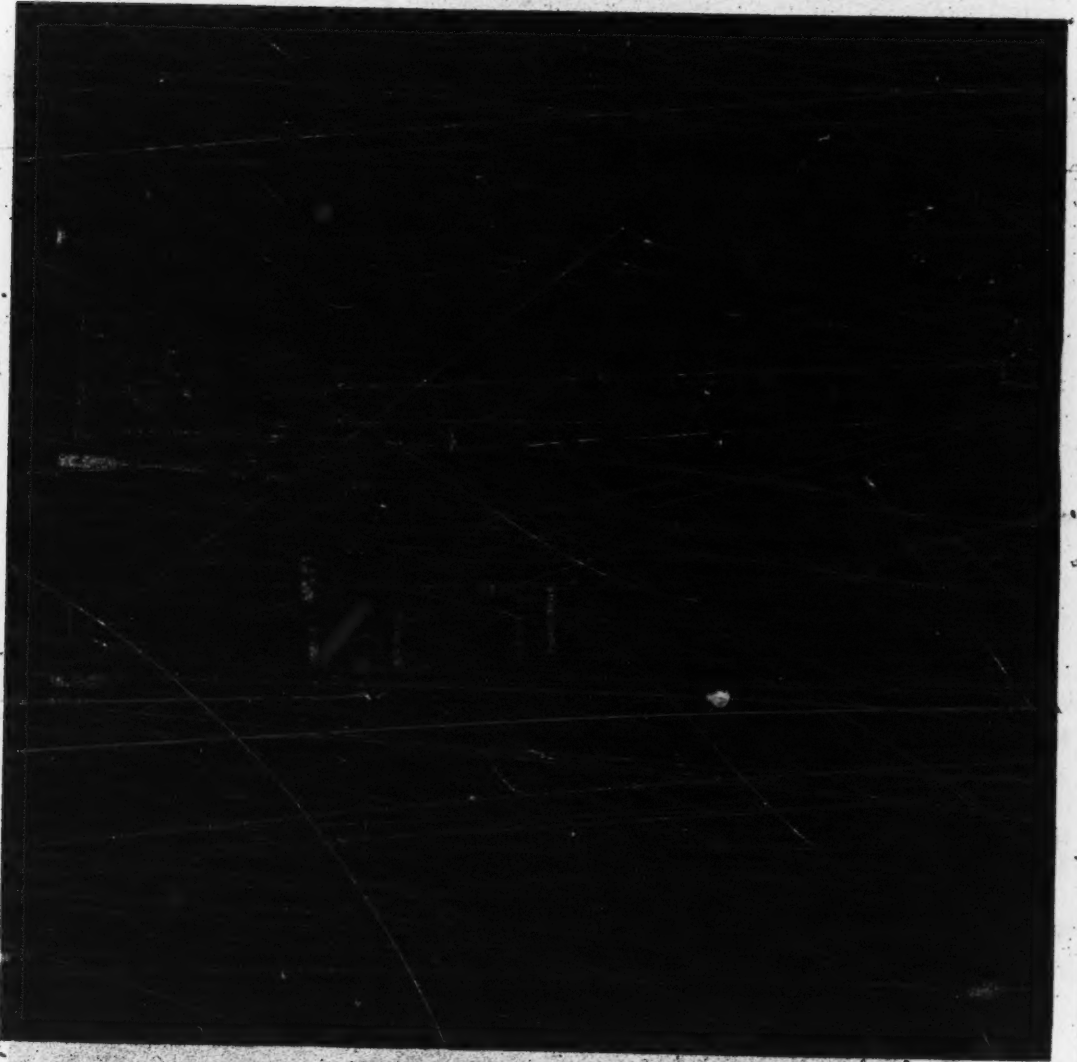
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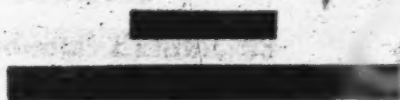


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JAX 513

Respondents' Exhibit 53

THE TEXAS COMPANY

TEXAS COMPANY

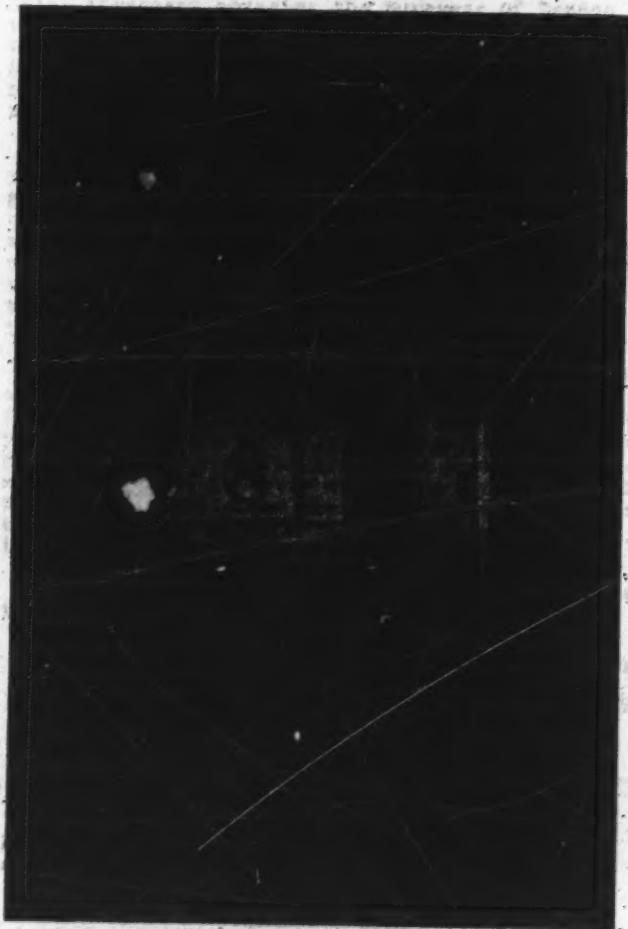


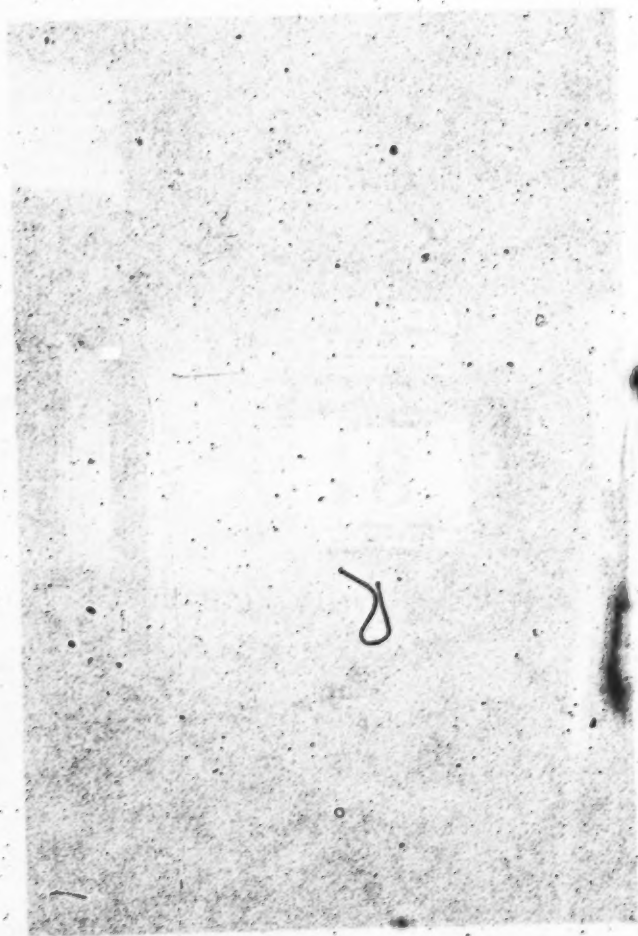
THE TEXAS COMPANY, INC.

1000 PINE STREET, HOUSTON, TEXAS

ATTENTION: Mr. J. H. [illegible]

Enclosed for you are [illegible]





JAX 513

Respondents' Exhibit 54

Res 2.54

# THE TEXAS COMPANY

TEXACO PETROLEUM PRODUCTS

SALES REPRESENTATIVE  
INDIANAPOLIS, INDIANA

8881 EAST MICHIGAN STREET  
INDIANAPOLIS 1, IND.



FEDERAL TRADE COMMISSION  
February 11, 1954  
COURT NO. 10-10000-10000  
IN THE MATTER OF P. F. Novak  
DATE 2/11/54 BY P. F. Novak  
WITNESS  
ACT REPORTING CO.  
By P. F. Novak

Mr. John E. Roessner  
Mh & Meridian  
Indianapolis, Ind.

Dear Sirs:

Attached hereto is our check which represents the extra discount you have earned during the past year on your Sales Agreement covering the purchase of Texaco Motor Lubricants. This sum represents to you an extra profit and we are pleased to see that you have availed yourself of this opportunity to increase your earnings. Extra profits are important to your business these days and we would like to be of as much help as possible to you in securing them.

In addition to increasing your earnings by increasing your lubricating oil sales, we suggest that there are also great opportunities for increased earnings in the sale of tires, tubes and automobile accessories. If you are not already taking advantage of these opportunities, perhaps you should give consideration to doing so. The motorist today has learned to go to his service station for all his motoring needs. We feel that this presents to you a splendid opportunity for increased profits if you are adequately prepared to fill his needs.

The Texaco Representative in your area will be glad to assist you in the marketing of your TBA merchandise. You are free, as you know, to select any brand of TBA merchandise which you may elect and our only interest is to help you market that merchandise at a profit to you so that your business will be more successful in every way. You are handling high-quality petroleum products and the earnings that can be developed through a line of quality TBA merchandise should be very important to you in the operation of your station.

Please do not hesitate to call on us if there is any way in which we can be of help.

Yours very truly,

THE TEXAS COMPANY

P. J. Novak  
Division Manager

FJH:TV  
enc.



# FREEDOM

## from tire trouble

...even at today's turnpike speeds



### New Cooper Safety-Premium nylon with 3-Dimensional construction

Freedom from tire trouble is now yours to enjoy on any road and at any speed. And you get this comforting assurance for the normal trade-in life of your car when you ride on new Cooper Safety-Premium nylons. These are the tires that bring you the extra safety and greater life span of new Cooper "3-D" tireless construction.

Never again the nightmare of a sudden blowout or puncture. Never again the worry about that "ouchable" tire changing, or the need for a "spare" to get you there. No worry either about the cost of replacing tires during the normal trade-in life of your car. With Cooper "3-D" Safety-Premium nylons you measure tread life in terms of years, instead of mileage. These tires are so good that they

are even guaranteed against accidental road hazard damage.

A wonderful new experience of happier and safer driving is as near as your Cooper dealer. See him today for special introductory prices on new Safety-Premium nylons.

Buy More for Better Less

#### THROU-THE GUARANTEE\*

1. For 3 years, make certain you obtain damage-including breakage, blowouts, punctures, cuts, rips, and any road hazard failure.
2. For 3 years, make certain you obtain a new tire when you have a blowout, puncture, cut, or rip.

\*Guarantee subject to all laws and regulations.

**3-D** is the wonderful new development that adds an extra dimension of lasting dependability to nylon and rubber.



Cooper "H-T" Deluxe special

only **\$1245**

plus tax and applicable mailing  
-4.75-13 black wall tube type  
White walls also specially priced











Res E 56-A

308-4

Am. School. Anthropology 11

[illegible]

JAX 518

Respondents' Exhibit 508

FEDERAL BUREAU OF INVESTIGATION

DOCKET # 456-B

### Tires-Dealers-New

Active Tire & Supply Co.  
1500 N. 1st St. S.W.  
ALBANY, GA 31706  
ALBANY, GA 31706

ANYTONE TIRES  
1500 N. 1st St. S.W.  
ALBANY, GA 31706  
ALBANY, GA 31706

"WHERE TO BUY TIRES"  
DISTRIBUTION  
KATHAROSSES DAY  
1500 N. 1st St. S.W.  
ALBANY, GA 31706  
ALBANY, GA 31706

ARMSTRONG ARCADE SHOP  
1500 N. 1st St. S.W.  
ALBANY, GA 31706  
ALBANY, GA 31706

ASSOCIATED SALES  
1500 N. 1st St. S.W.  
ALBANY, GA 31706  
ALBANY, GA 31706

ATLAS TIRES  
1500 N. 1st St. S.W.  
ALBANY, GA 31706  
ALBANY, GA 31706

BAIRD'S STANDARD TIRE CO.  
1500 N. 1st St. S.W.  
ALBANY, GA 31706  
ALBANY, GA 31706

BIRD'S BIRD BIRD  
1500 N. 1st St. S.W.  
ALBANY, GA 31706  
ALBANY, GA 31706

BOY'S BIRD BIRD  
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ALBANY, GA 31706  
ALBANY, GA 31706

"WHERE TO BUY TIRES"  
DISTRIBUTION  
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ALBANY, GA 31706

ARMSTRONG ARCADE SHOP  
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ALBANY, GA 31706

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ALBANY, GA 31706

ATLAS TIRES  
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ALBANY, GA 31706

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BOY'S BIRD BIRD  
1500 N. 1st St. S.W.  
ALBANY, GA 31706  
ALBANY, GA 31706

50 YEARS OF THE SERVICE

3-LOCATIONS

1500 N. 1st St. S.W.  
ALBANY, GA 31706  
ALBANY, GA 31706

WALSH-5

MICHELIN  
"METALIC"

THE BEST TIRE

Firestone TIRE

BUY HERE

WE HAVE  
4-8859

BULLERDICK  
TIRE COMPANY





SECRET

CONFIDENTIAL

SECRET

CONFIDENTIAL



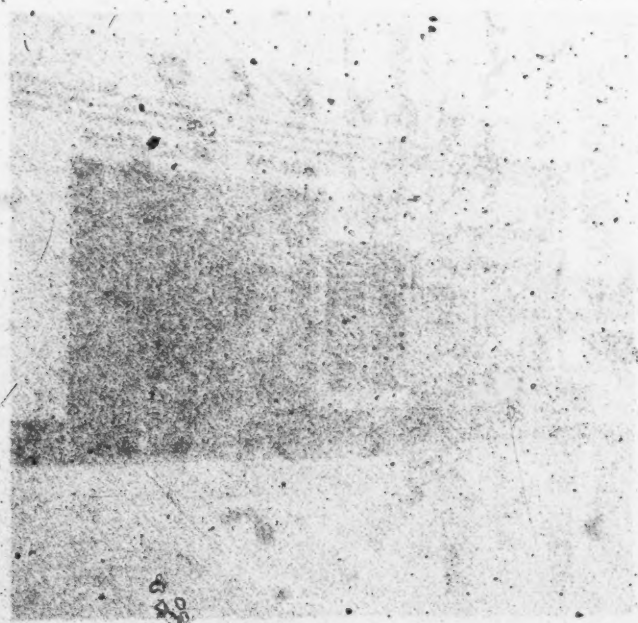


JAN 518

Respondents' Exhibit 58



Respondent's Exhibit 33





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Kaschubische Pöböl 55

147 512  
Kaschubische Pöböl 55



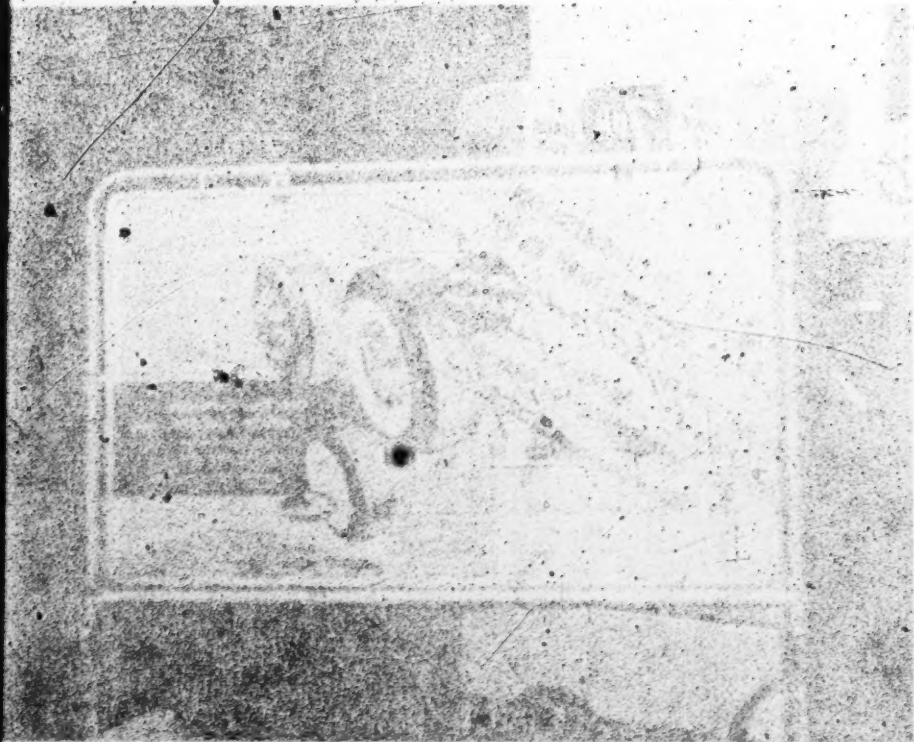
JAN 1960

Expenditure Exhibit 60

Receipts Exhibit 61



12X 100  
Respondents Exhibit 60



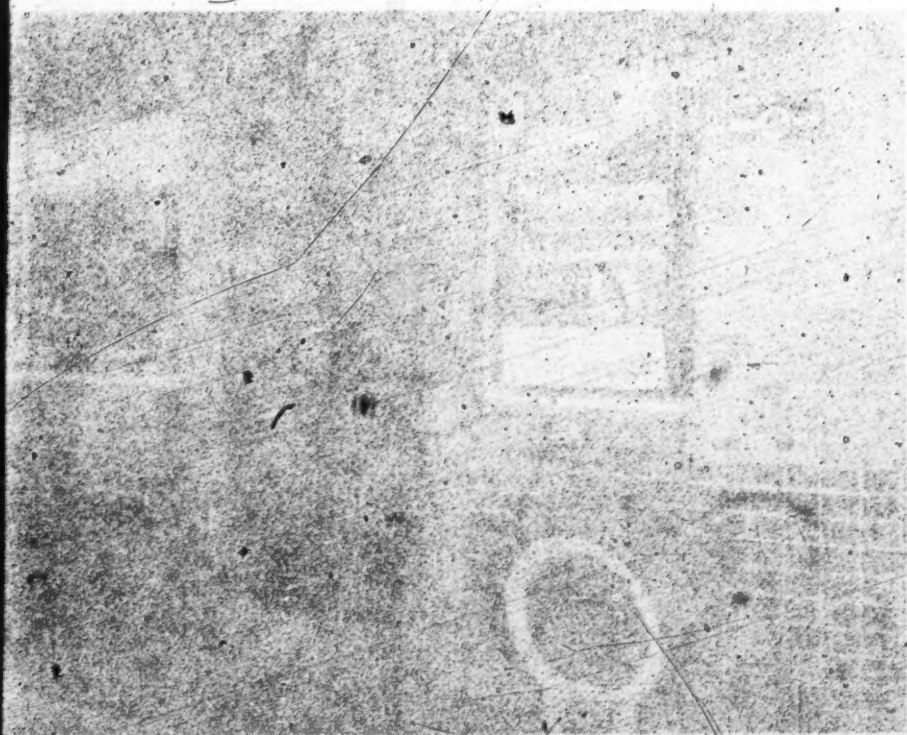
JAX 521

Respondents' Exhibit 61





1957-58  
Department of Education



[REDACTED]

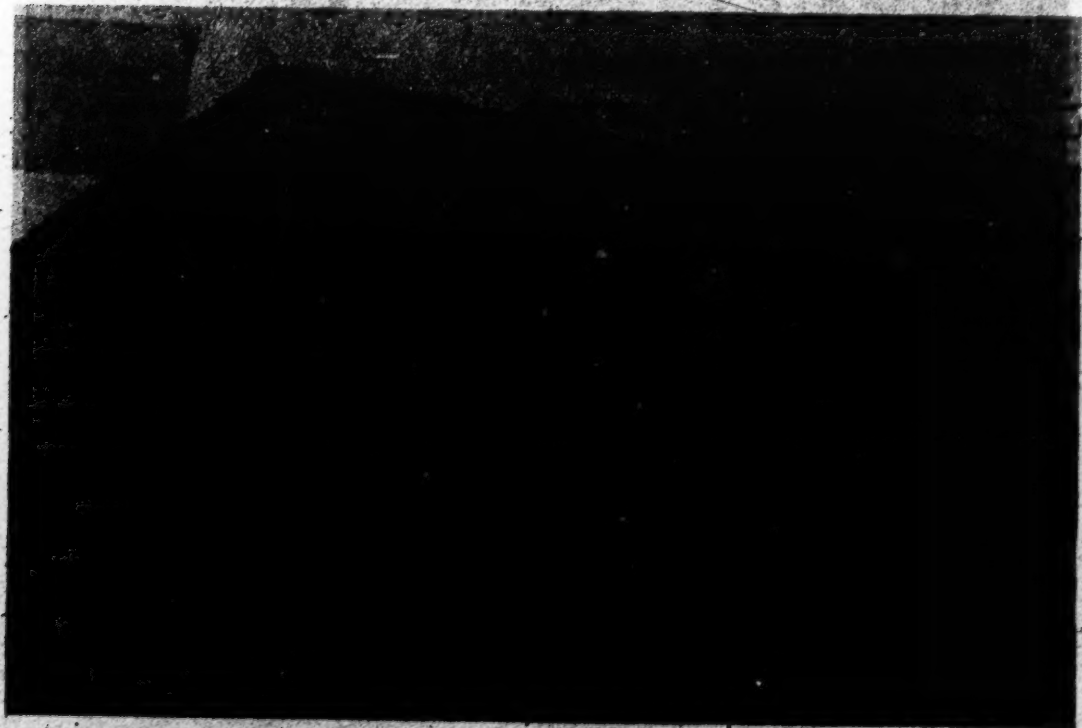


Exhibit 32

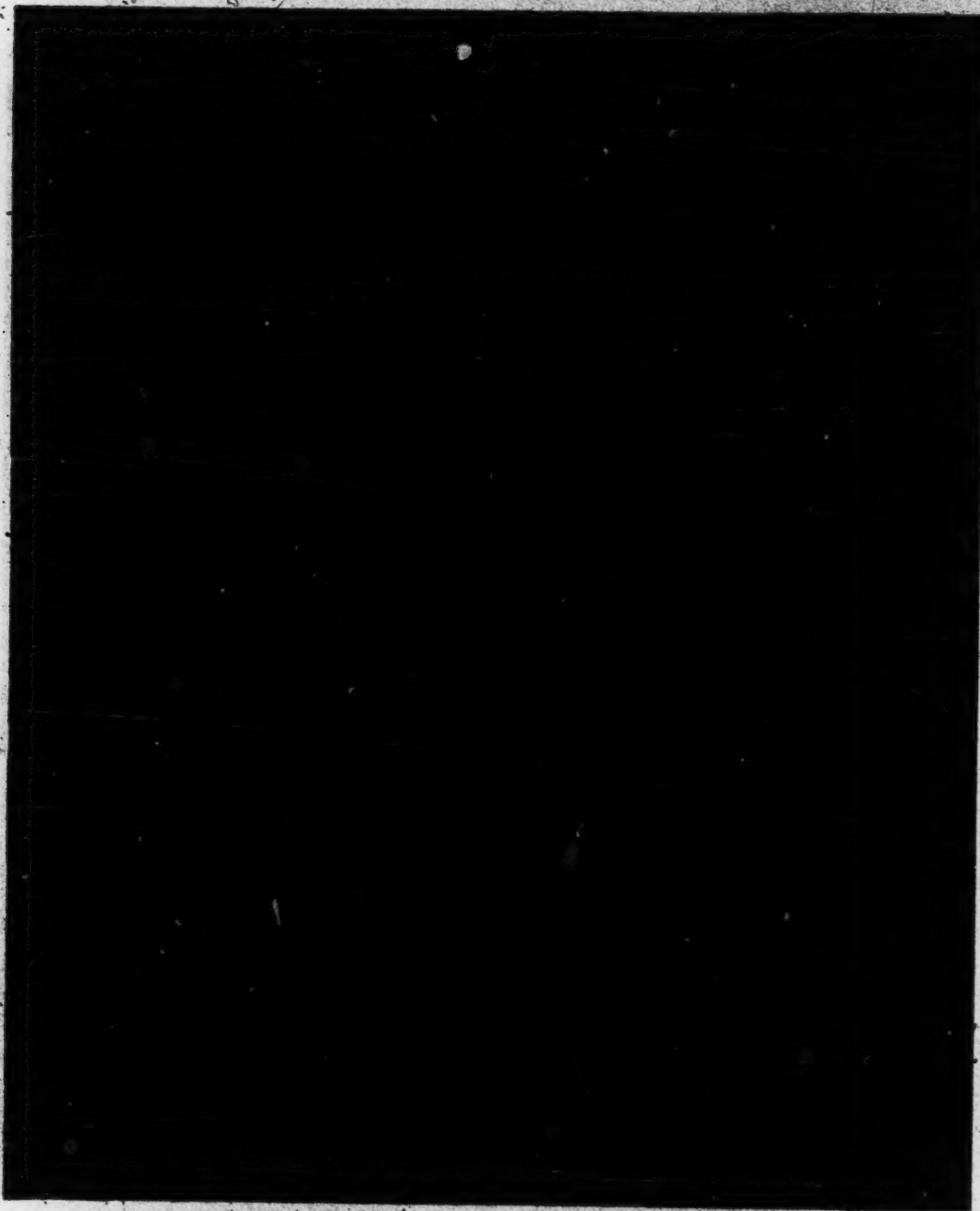
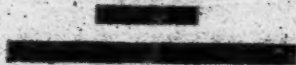


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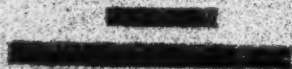








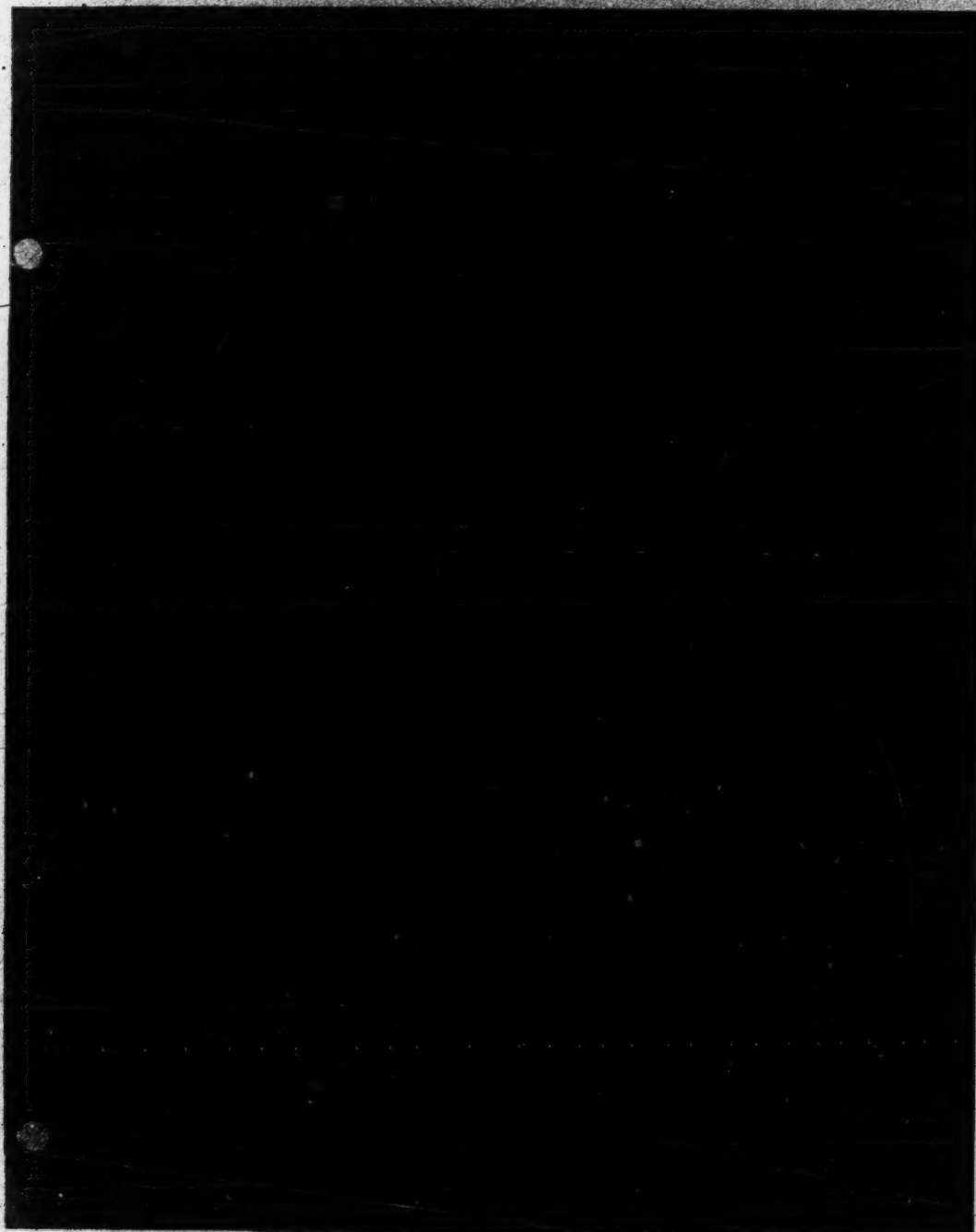




THE NEW YORK PUBLIC LIBRARY

17

11-11-54







TAX-88

RECEIVED BUREAU OF

FEDERAL TRADE COMMISSION

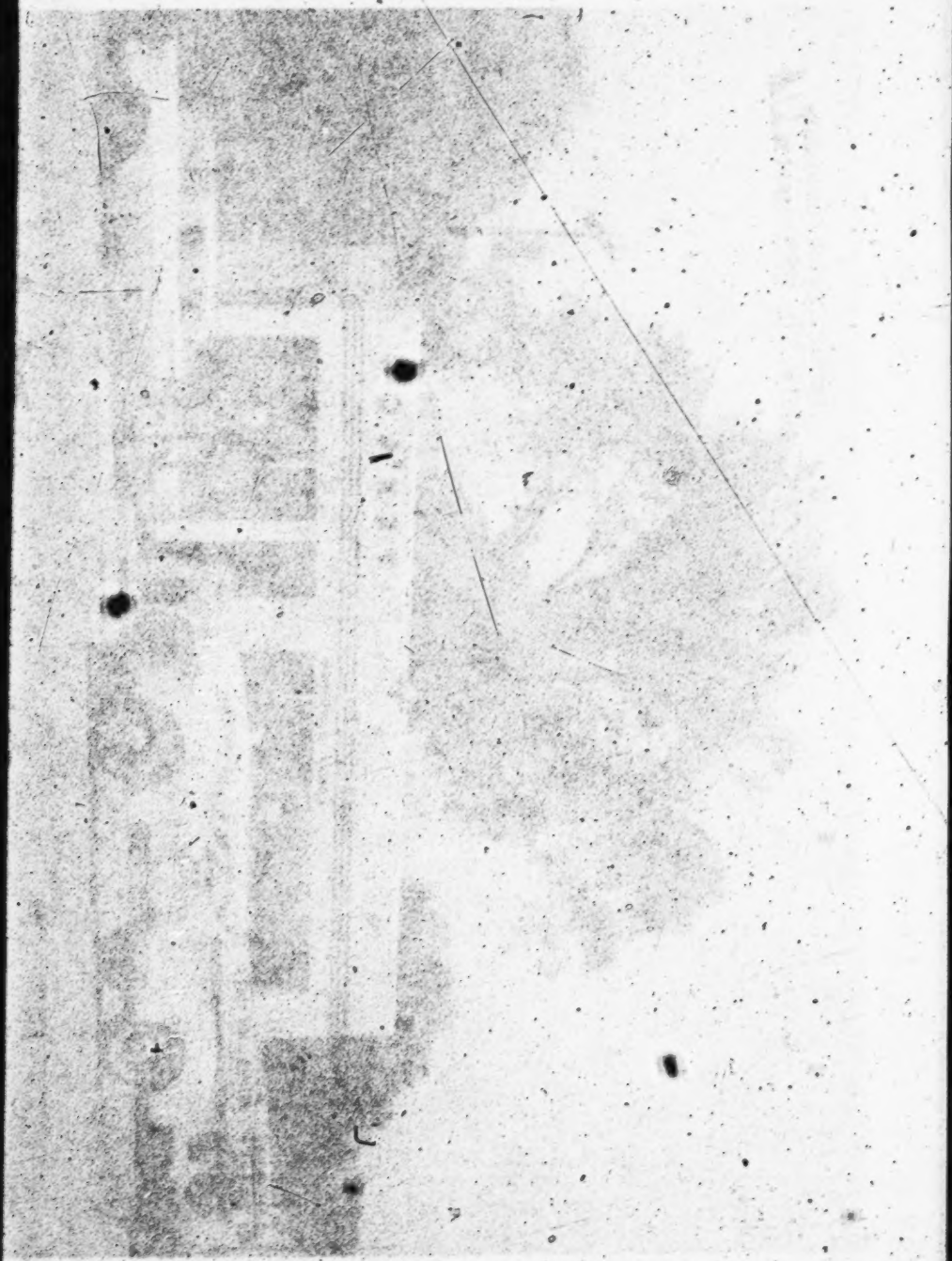
WASHINGTON, D.C. 20540

DATE: 1/14/88

BY: [illegible]

Ms. 241

513 Adina's 'unhappy'



**Continued from Page 1**

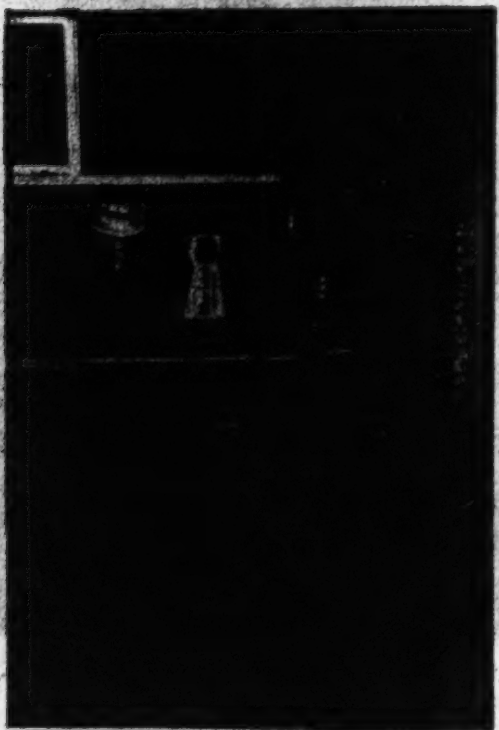
1941  
1942



JAY

Respondents' Experiences

Respondents' Experiences





JAX 530

Respondents' Exhibit 06A



AND OTHER VOLUMES

JAX 001

Responsible: Exhibit 001







JAN 1960  
Responsible Party of  
JAN 1960

REDACTED



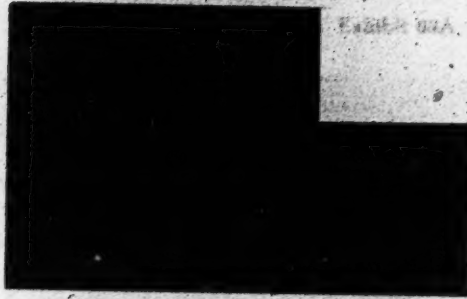
1944

1944



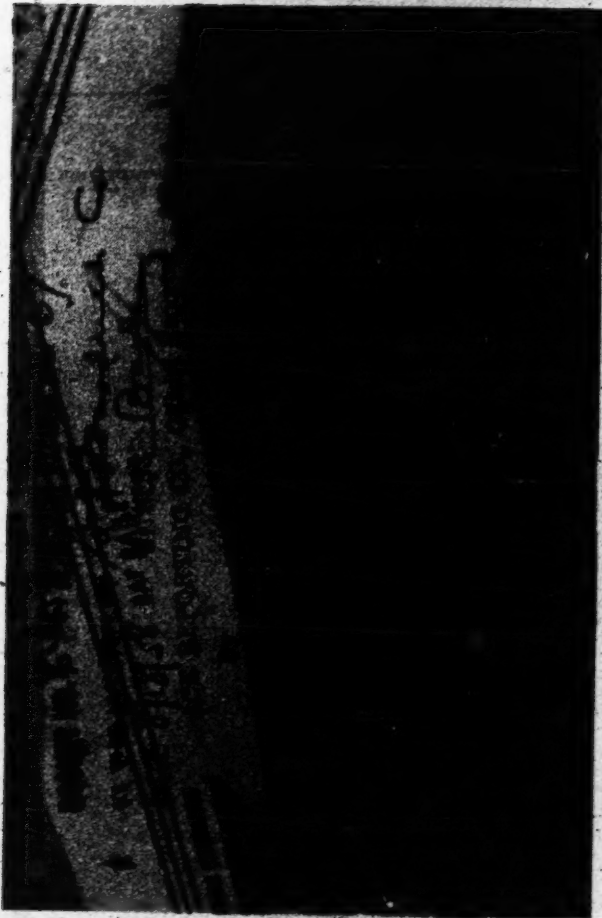
JAX 533

Respondents' Exhibit 67

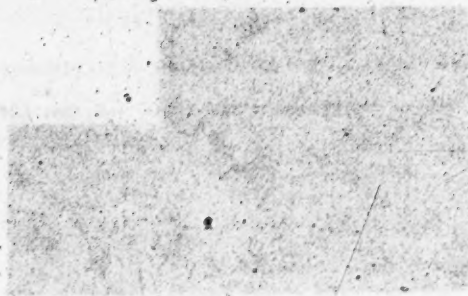


BAILEY'S SERVICE

CONCRETE & ALUM. SERVICE  
FURNISHING & ERECTING  
2101 ANN ARBOR



1944-45  
Hauptstadt: Berlin





JAX 534

Respondents' Exhibit 02A

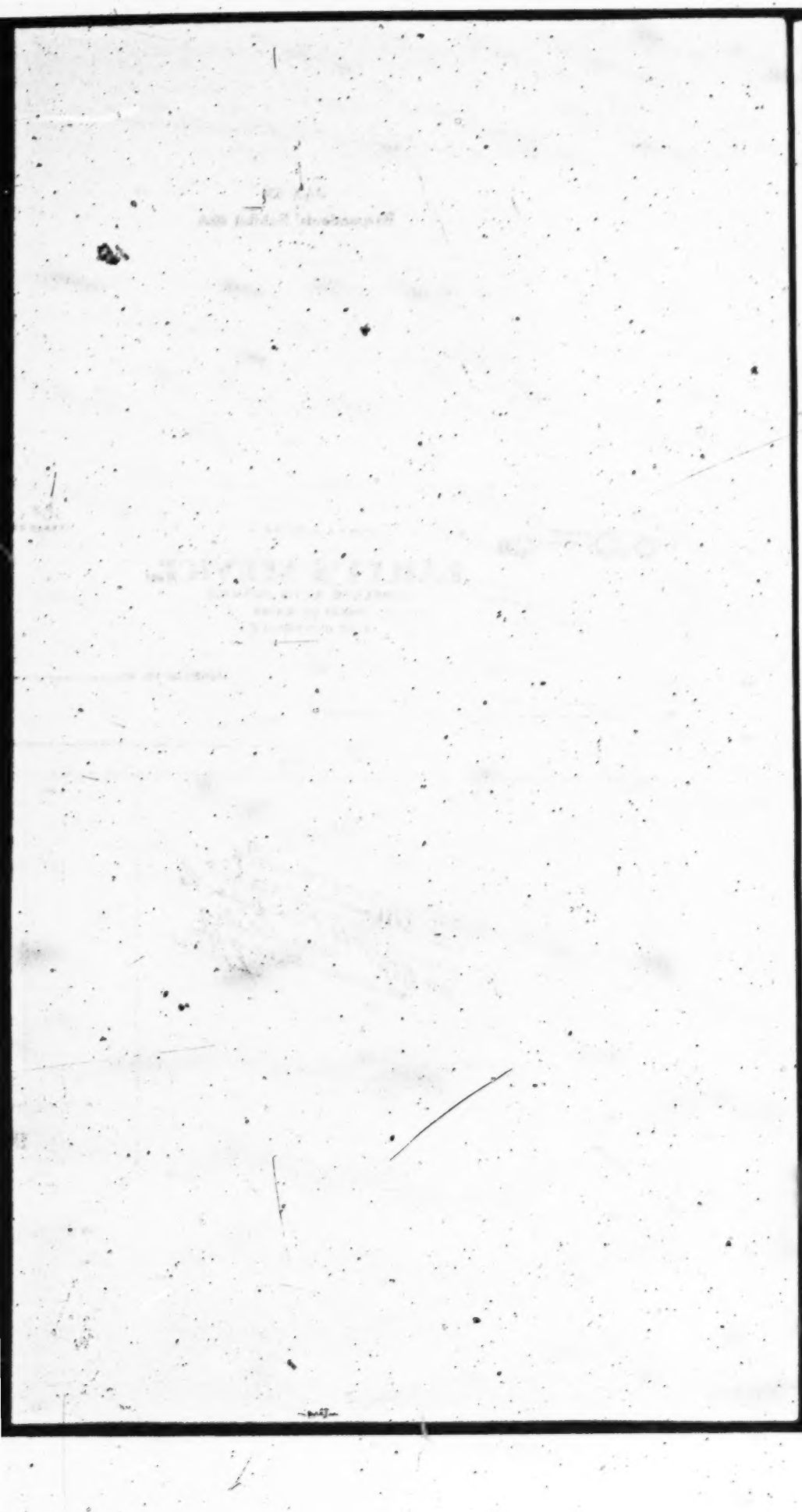
**BAILEY'S SERVICE**

COMPLETE AUTO SERVICE

10000 10000  
STEV AND GILLET

FEDERAL TRADE COMMISSION  
DEPT. OF JUSTICE  
IN THE MATTER OF *BAILEY'S SERVICE*  
NIXON 10/10/77  
AND REPORTING CO. *BAILEY*  
*BAILEY*

5334



**Respondents' Exhibit 002**

DISTRIBUTORS OF  
GATE ONE BATTERIES

## AUTOMOTIVE REPAIRS AND ACCESSORIES

### Reply Order

## BAILEY'S SERVICE

**TELEPHONE DIRECTORY**

21ST AND COLLETT AVENUE

\_\_\_\_\_

№ 360

### PARTY USED

QTY.	ARTICLE OR QUANTITY	UNIT PRICE
		TOTAL FOR LABOR
		TOTAL FOR PARTS
		TOTAL AMOUNT

FEDERAL TRADE COMMISSION  
JAN 14 1964

This Letter and Material is ordered by me for which I have authority to order, to be held at your Agency's pleasure.

THE UNIVERSITY OF CHICAGO

WORK SUPPORTED BY

9035





**Respondents' Exhibit 08C**

## AUTOMOTIVE REPAIRS AND ACCESSORIES

Pr. 68-c  
O

## Repair Order

## BAILEY'S SERVICE

21ST AND COLLEY AVENUE

NEWPORT, VA.

№ 300

[illegible]

I

**Abstract**

11-2

1990

**TOTAL FOR MONTH**

**TOTAL POINTS**

...the ...

1954-1955

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DATE PROMISED \_\_\_\_\_

10-10-1964

**FOUO - INTERNAL USE ONLY**





JAN 1971

RECEIVED JAN 1971







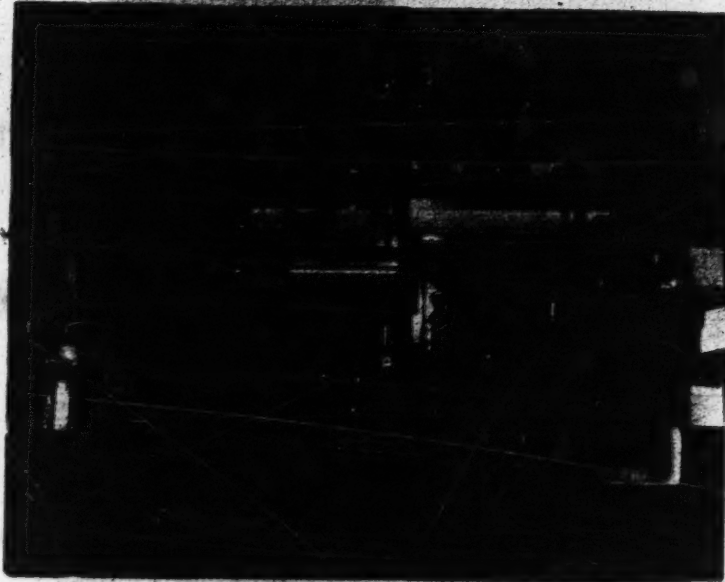




JAN 59

Respondents' Exhibits 70A-70B

Exhibit 71



1972  
1972



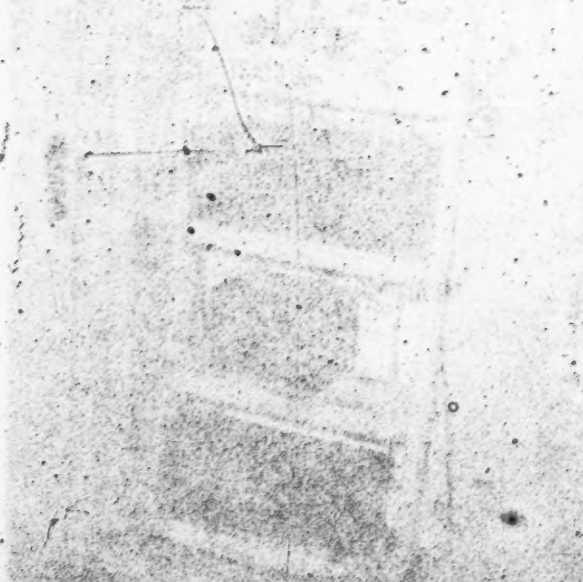
JAX 540<sup>u</sup>

Respondents' Exhibit 71



1922

Exhibits 71



JAX 641

Respondents' Exhibit 72A

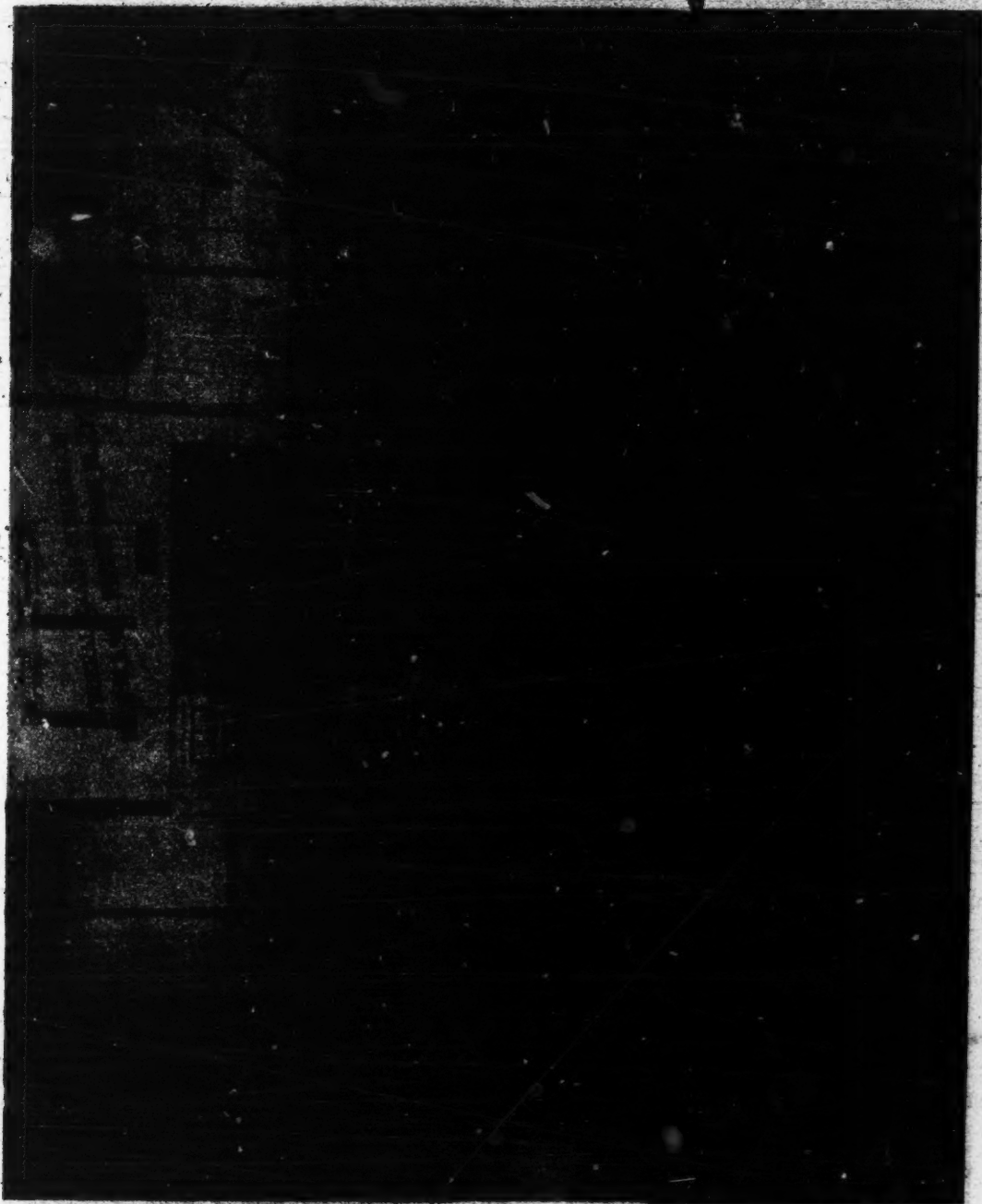






JAN 1941

Department of the Interior





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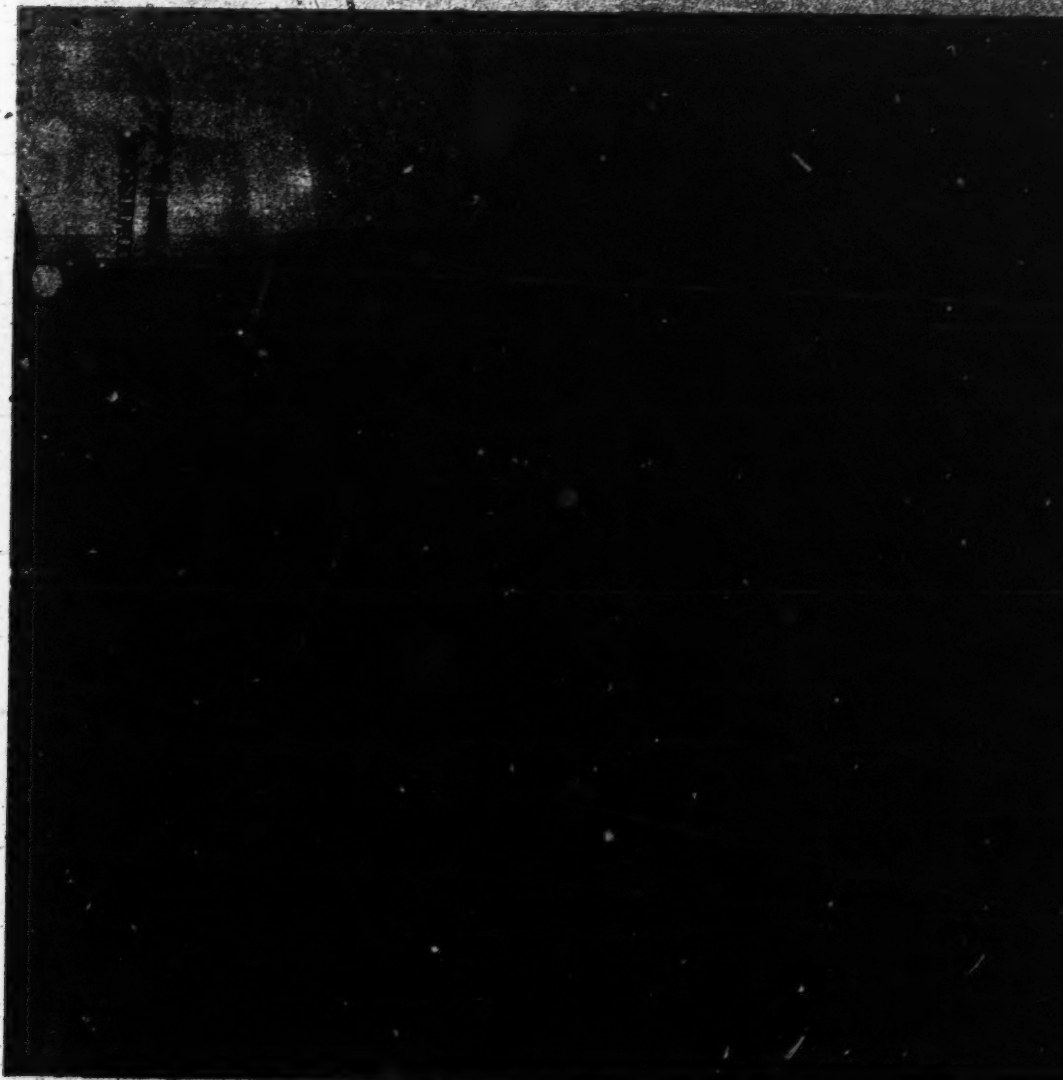


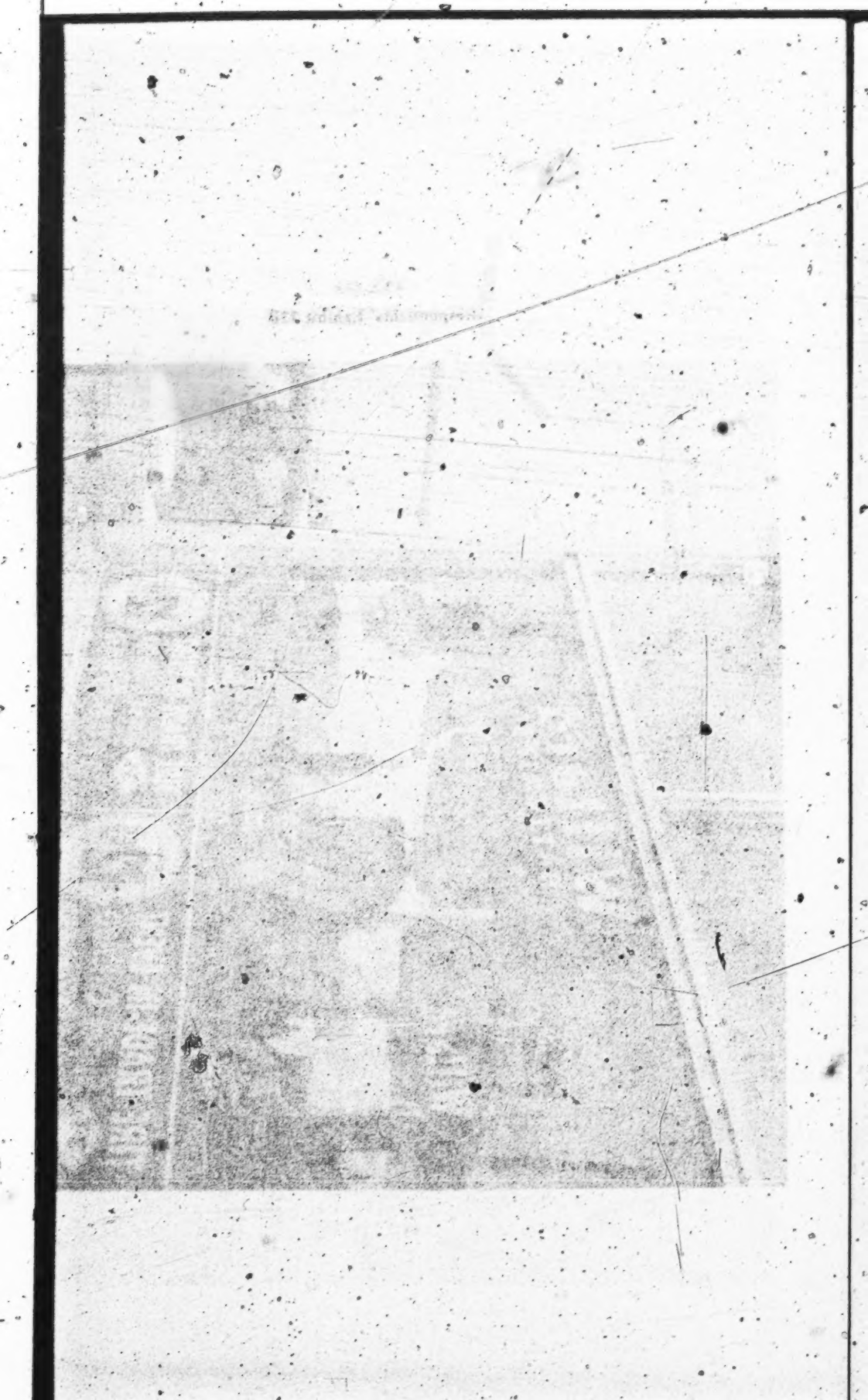
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9

[Redacted]

[Redacted]





12-1-11

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U.S. DEPT. OF AGRICULTURE

WASHINGTON, D.C.

OFFICE OF THE SECRETARY

GENERAL INVESTIGATION

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UNITED STATES

AND

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THE UNITED STATES OF AMERICA



JAN 68

REPRODUCED FROM THE

201





The image is a dark, high-contrast, black and white photograph. It features a grid-like pattern, possibly a film strip or a heavily underexposed photograph. The image is mostly black with some faint, horizontal lines and vertical streaks, suggesting a grid structure. There are some small, bright spots and artifacts visible.



JAN 68  
Respondent Exhibit 742

H. C. [illegible]  
[illegible]  
1107 N. Elder  
Bullock Springs, Tex.  
Delee &  
Willard






[illegible]  
[illegible]  
[illegible]  
[illegible]

[illegible]  
[illegible]  
[illegible]





**FILE NO**  
**RECORDING BOARD NO**





RECEIVED 7-24-62 11:11

U. S. DEPARTMENT OF THE ARMY  
HEADQUARTERS, ARMY  
WASHINGTON, D. C. 20315

TO: THE SECRETARY OF THE ARMY  
FROM: THE CHIEF OF STAFF  
SUBJECT: [Illegible]

1. [Illegible]

2. [Illegible]

3. [Illegible]

4. [Illegible]

5. [Illegible]

6. [Illegible]

7. [Illegible]

8. [Illegible]

9. [Illegible]

10. [Illegible]

11. [Illegible]

12. [Illegible]

13. [Illegible]

14. [Illegible]

15. [Illegible]

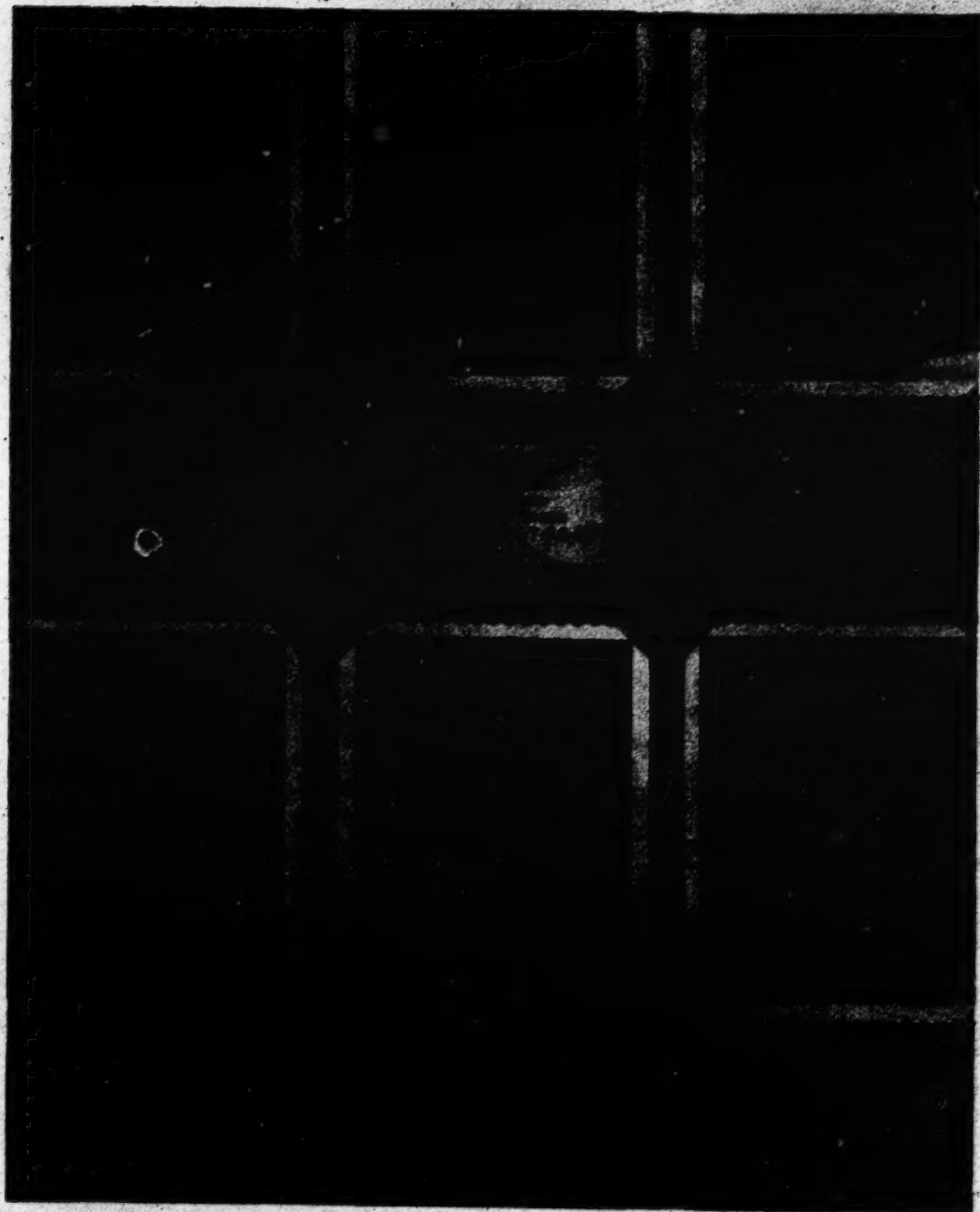
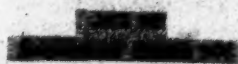
16. [Illegible]

17. [Illegible]

18. [Illegible]

19. [Illegible]





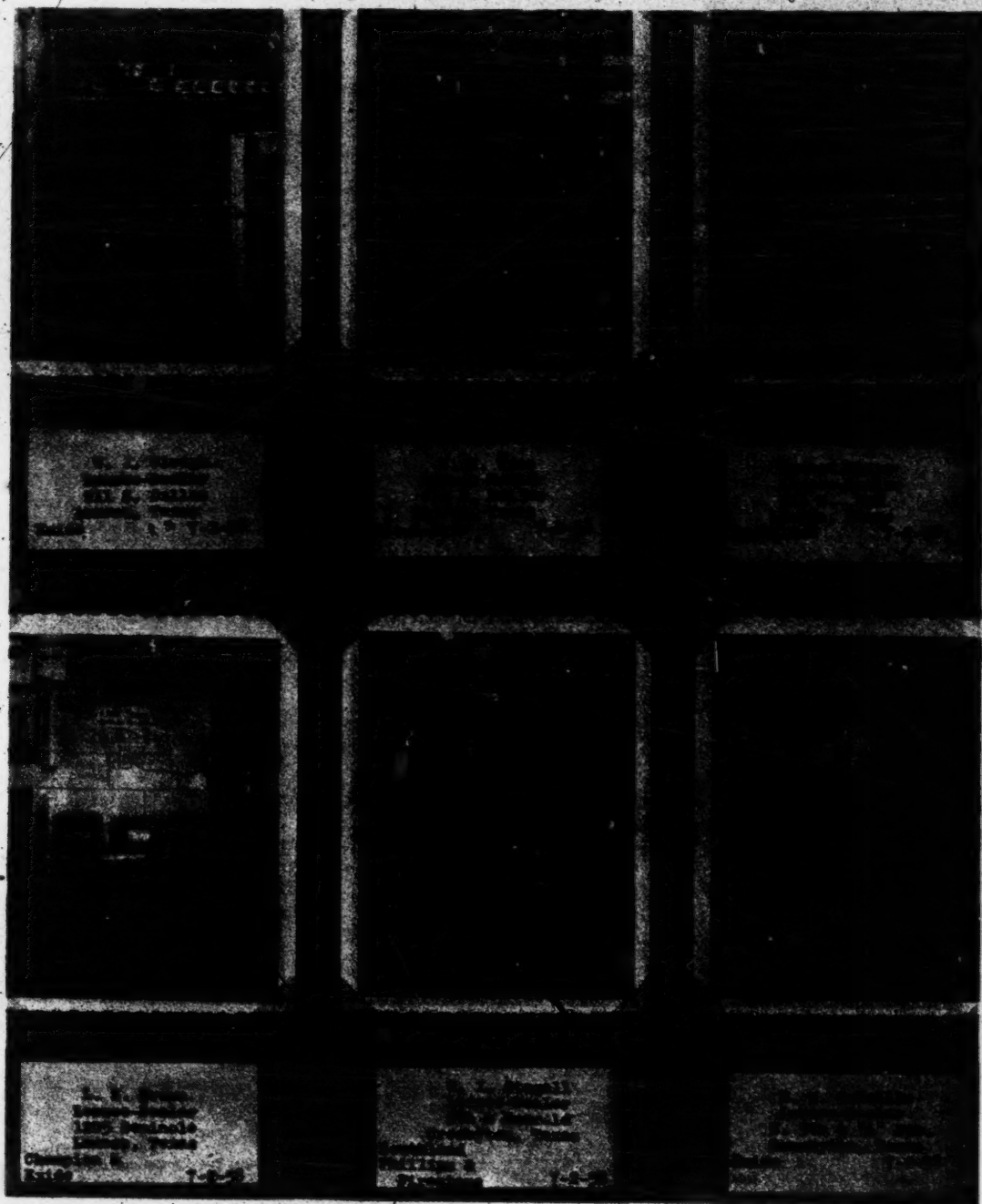








JAN 33  
Respondent Exhibit 747



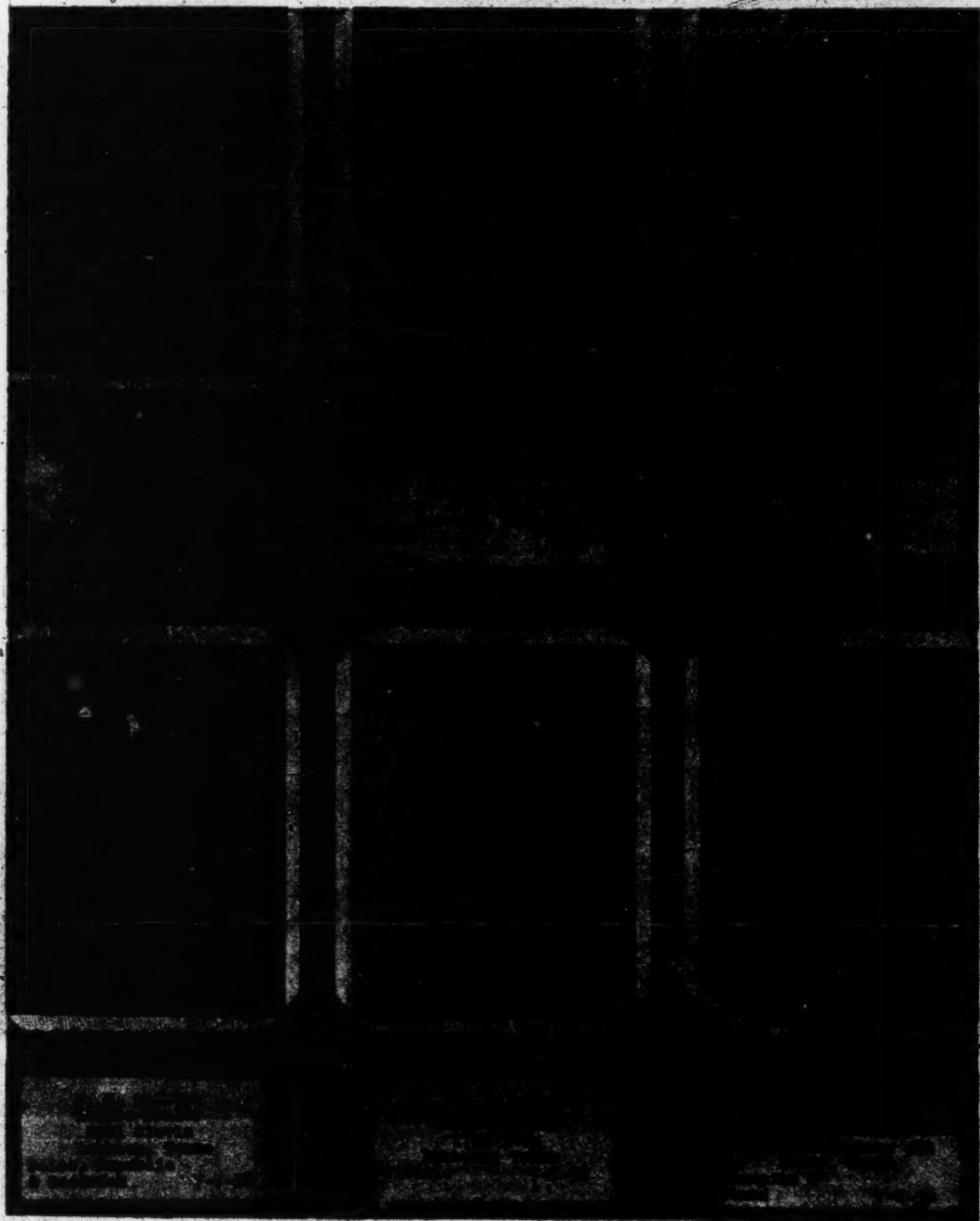
1941

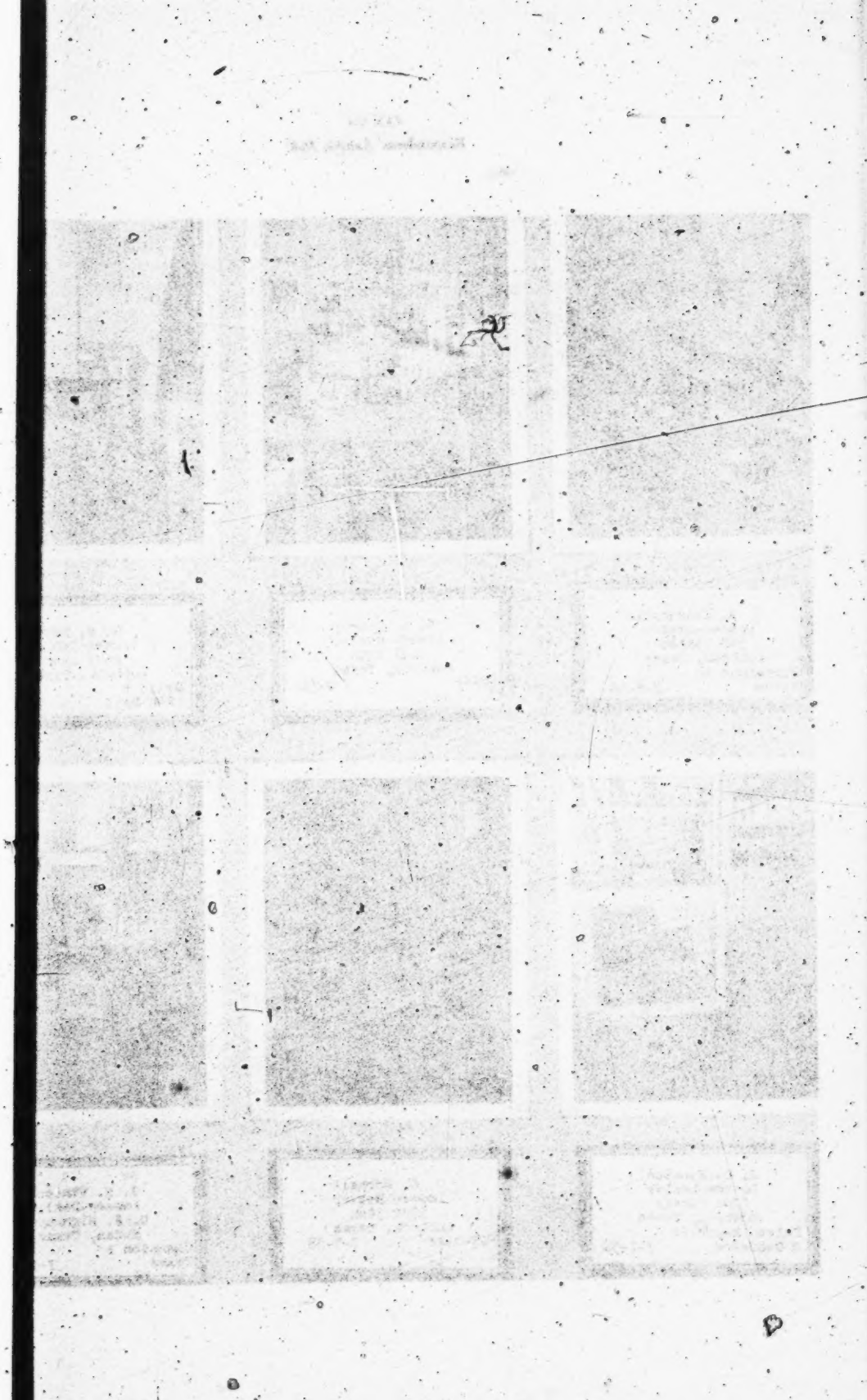
1941





JAN 64  
Rampolady RANA 742

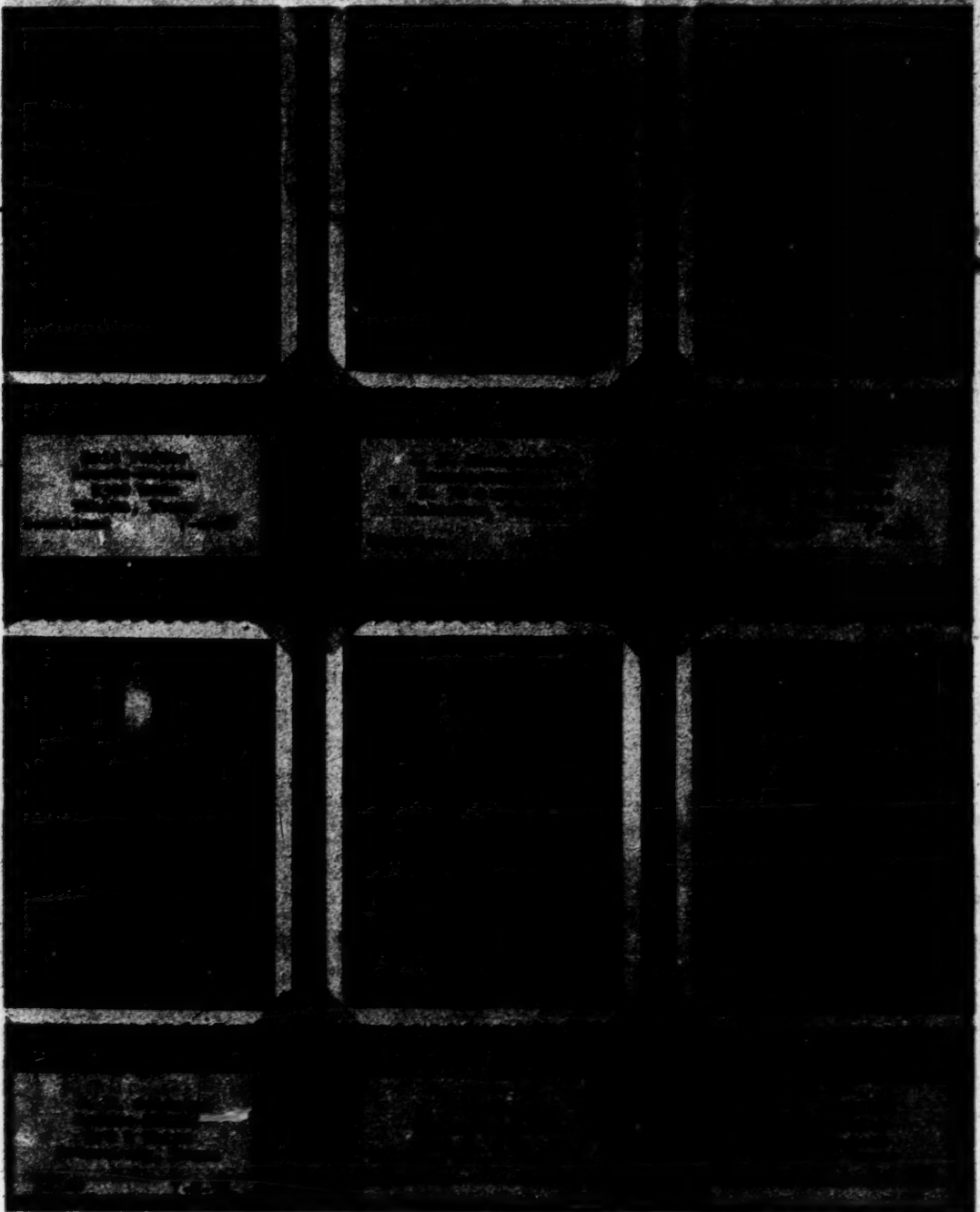






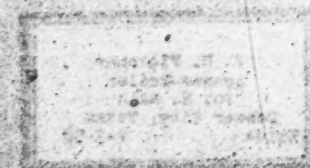
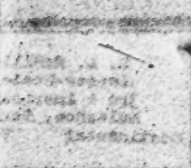
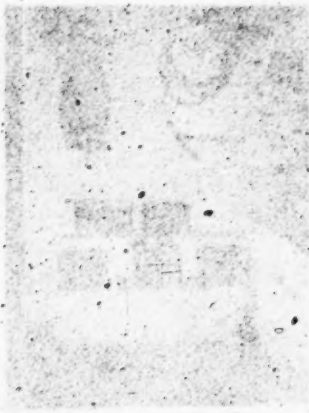
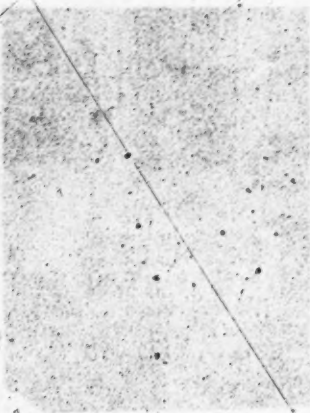


**MAX 84**  
**Representative Exhibit 74-10**



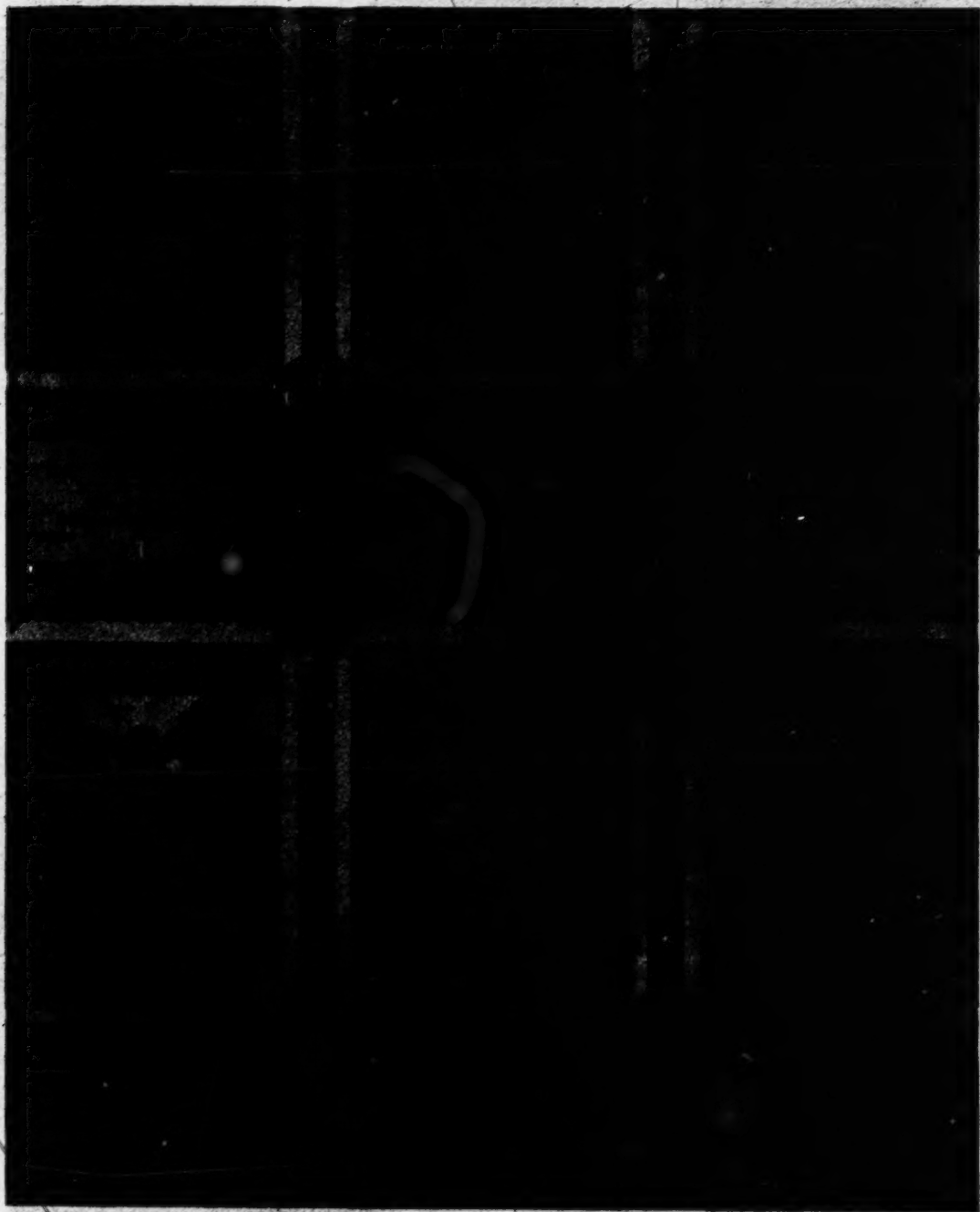


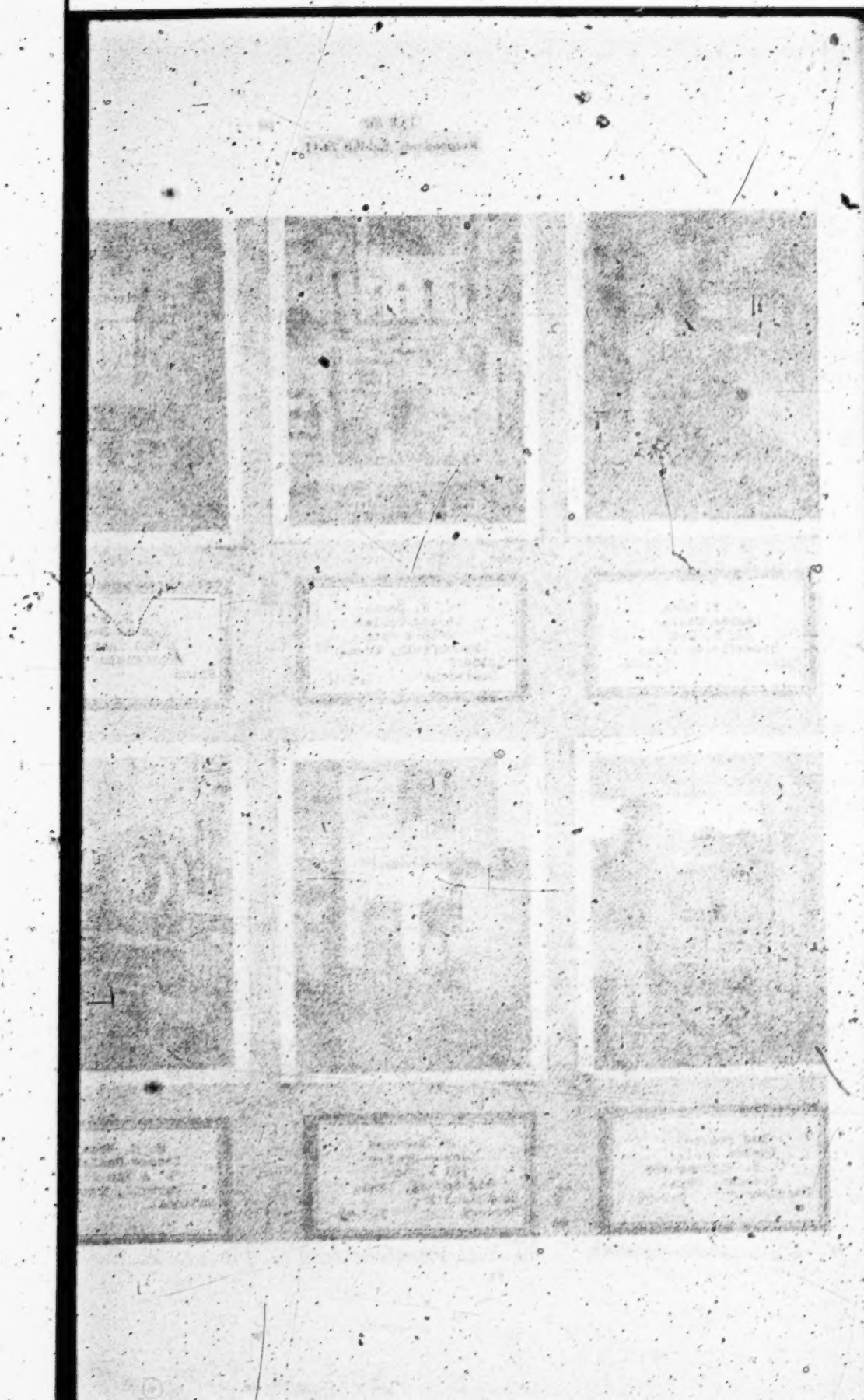
REPORT OF THE  
COMMISSIONER OF THE  
BUREAU OF THE CENSUS



SECRET

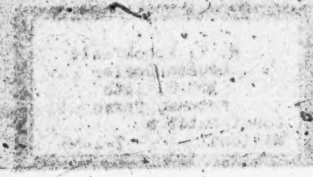
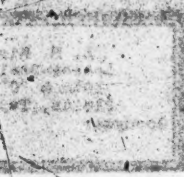
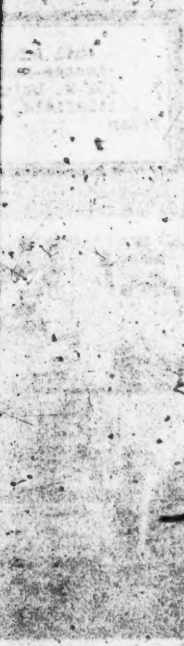
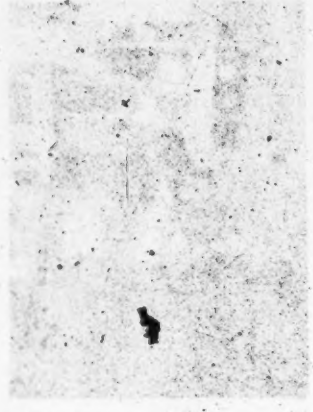
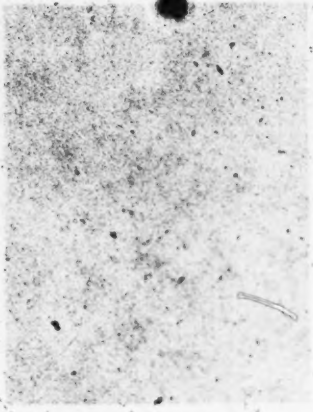
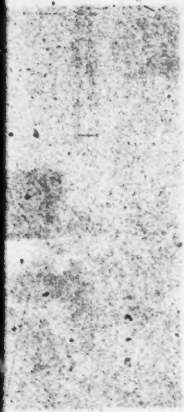
CONFIDENTIAL





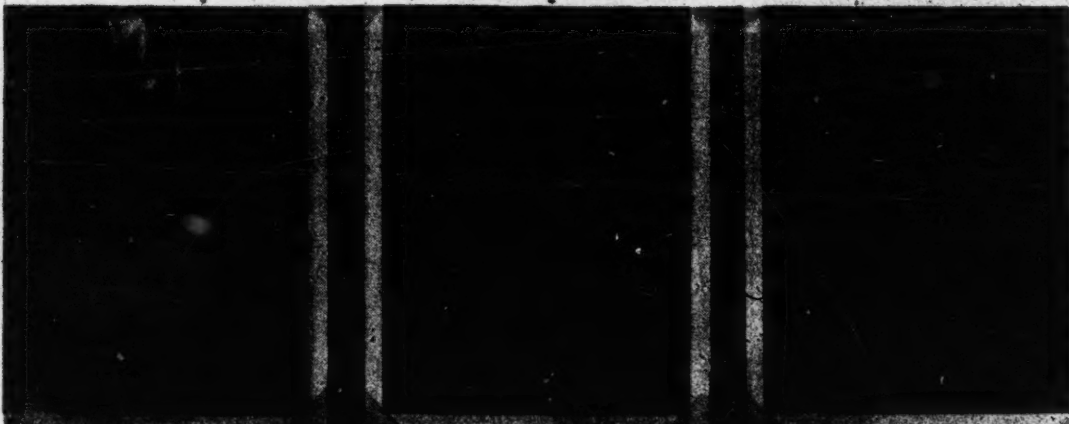


1941





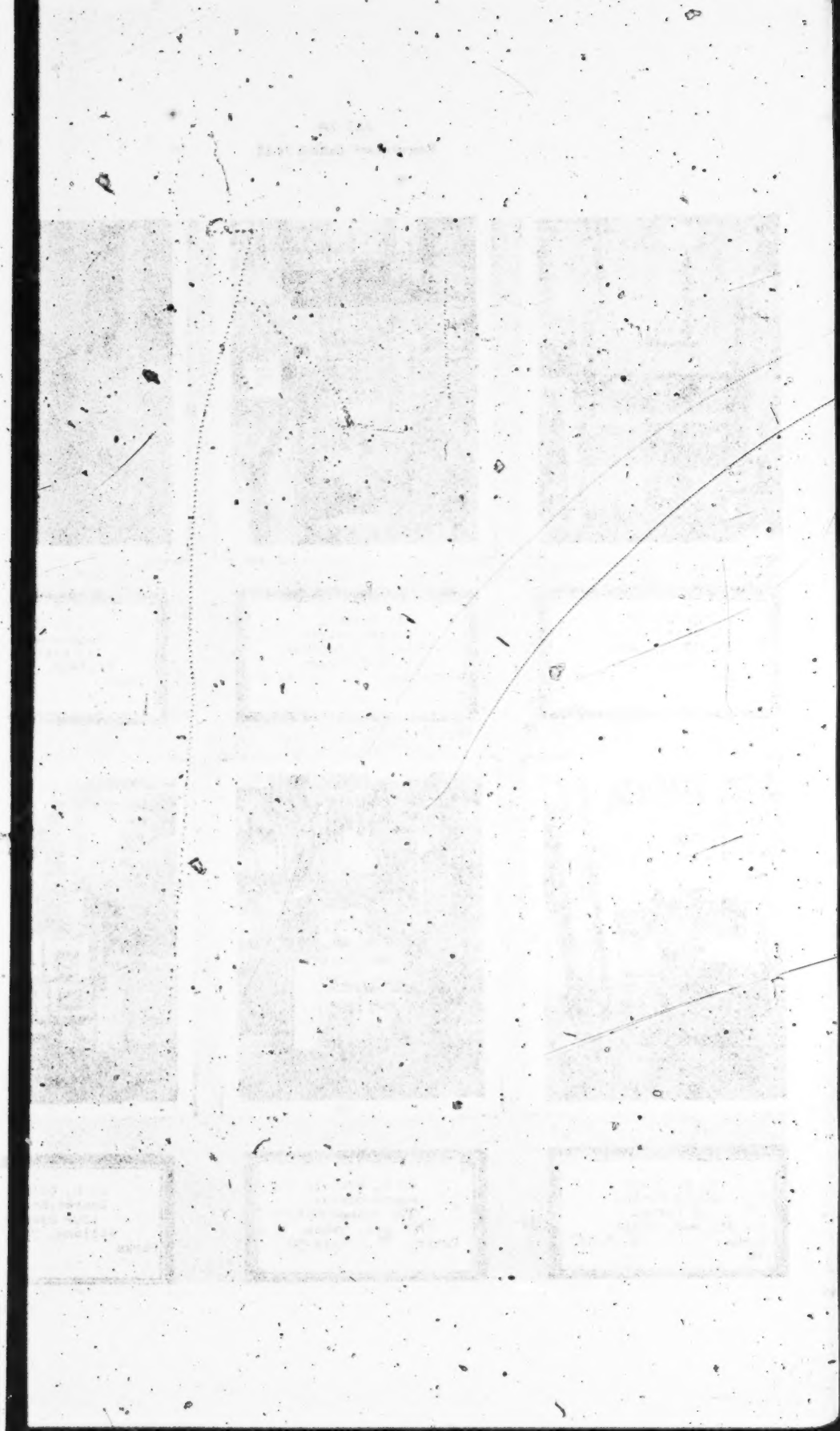
JAX 222  
 Respondent's Exhibit 74-12



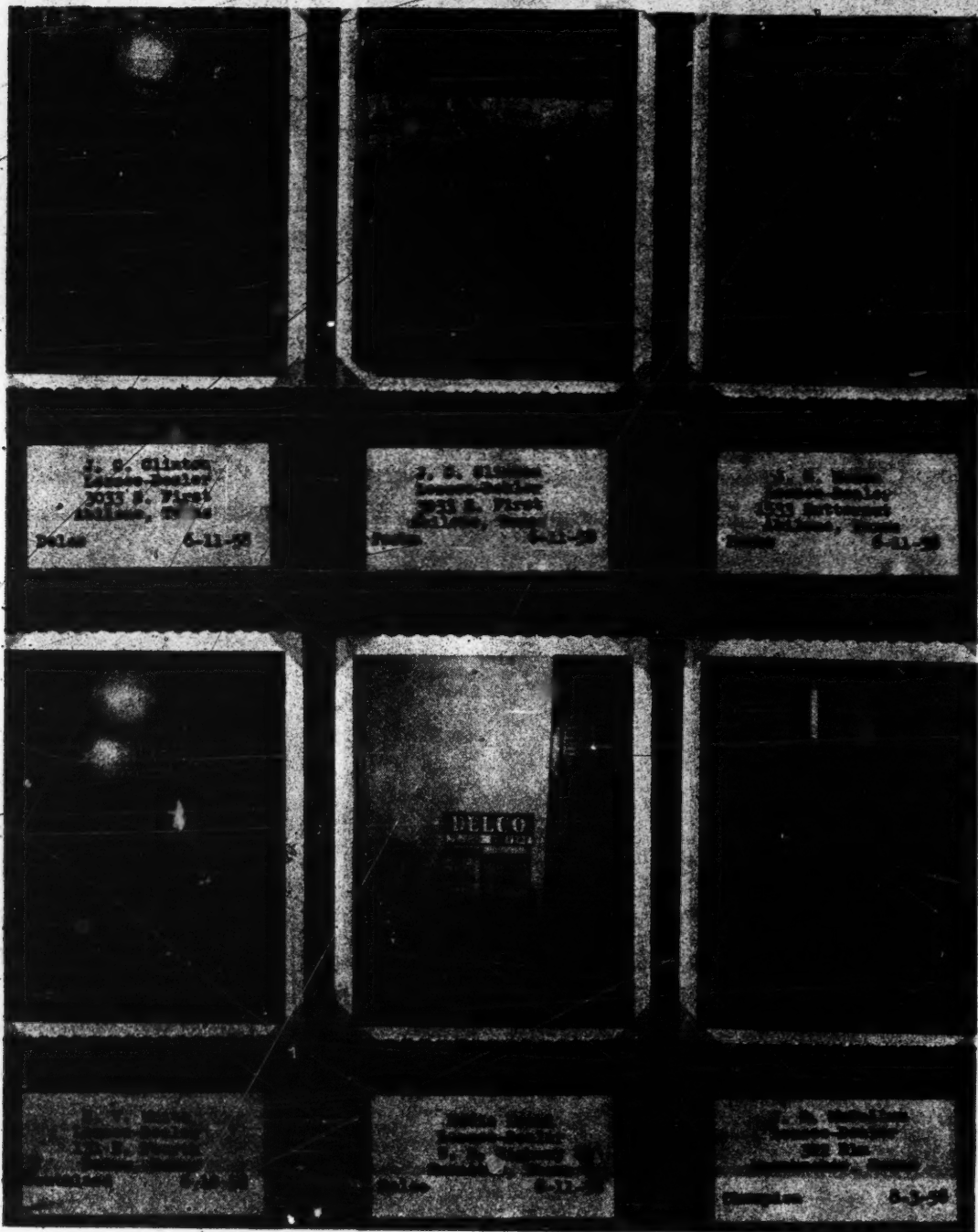
<p>W. J. [illegible]          [illegible]          Abilene, Texas          6-11-58</p>	<p>W. J. [illegible]          [illegible]          Abilene, Texas          6-11-58</p>	<p>W. J. [illegible]          [illegible]          Abilene, Texas          6-11-58</p>
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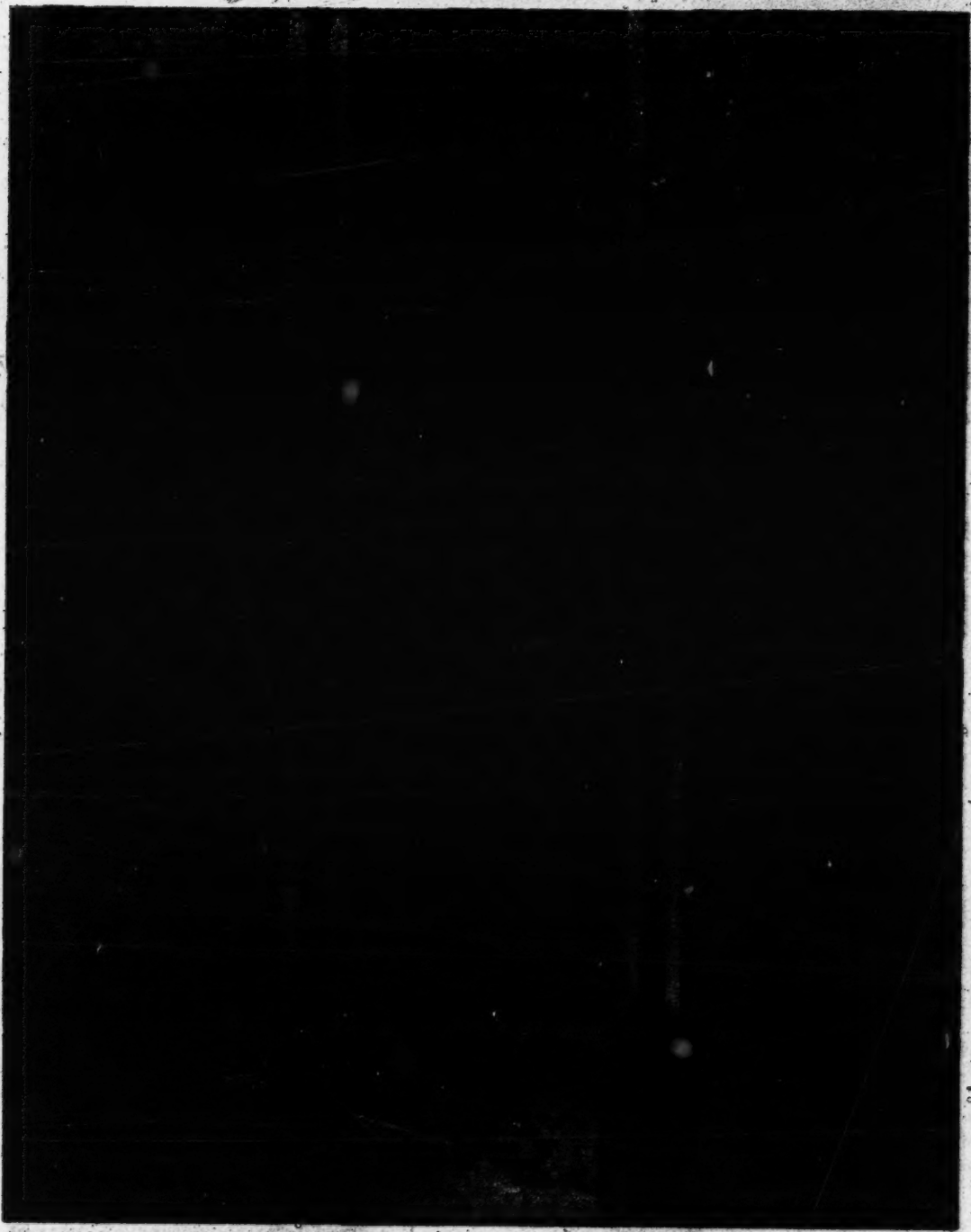
<p>W. J. [illegible]          [illegible]          Abilene, Texas          6-11-58</p>	<p>W. J. [illegible]          [illegible]          Abilene, Texas          6-11-58</p>	<p>W. J. [illegible]          [illegible]          Abilene, Texas          6-11-58</p>
--	--	--



JAX 560  
 Respondents' Exhibit 74-14





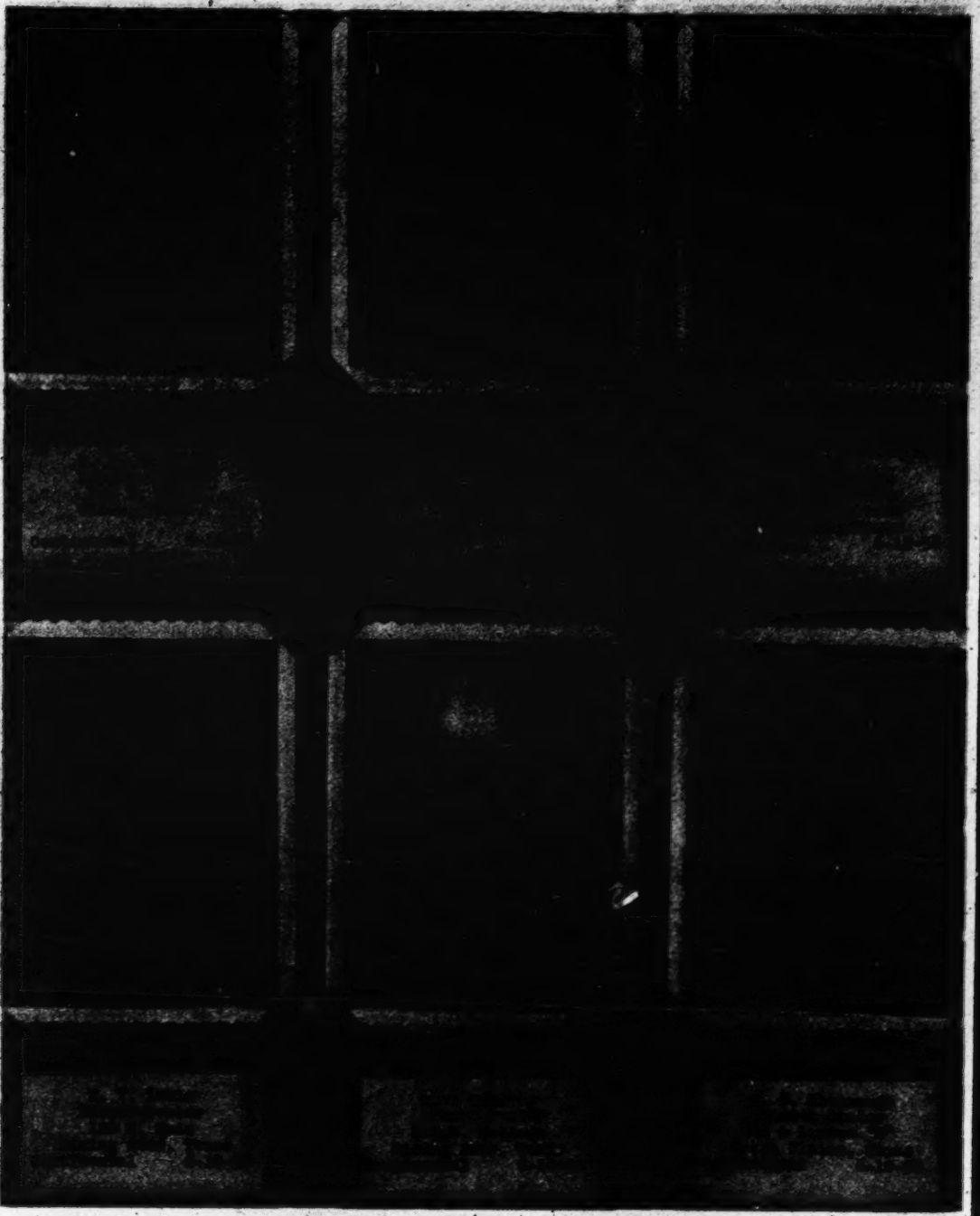




21-11-1963



SECRET

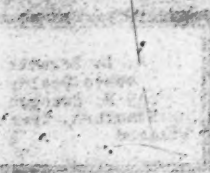
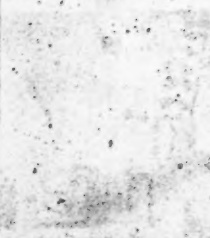
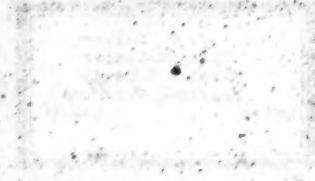
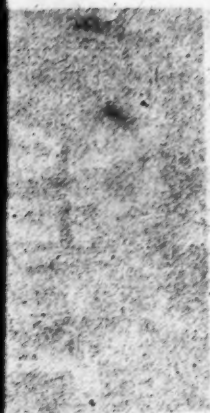


The image shows a document page with a grid of rectangular sections. The sections contain faint, mostly illegible text and some small diagrams. The page is heavily degraded with noise and artifacts.

THE  
FEDERAL BUREAU OF INVESTIGATION

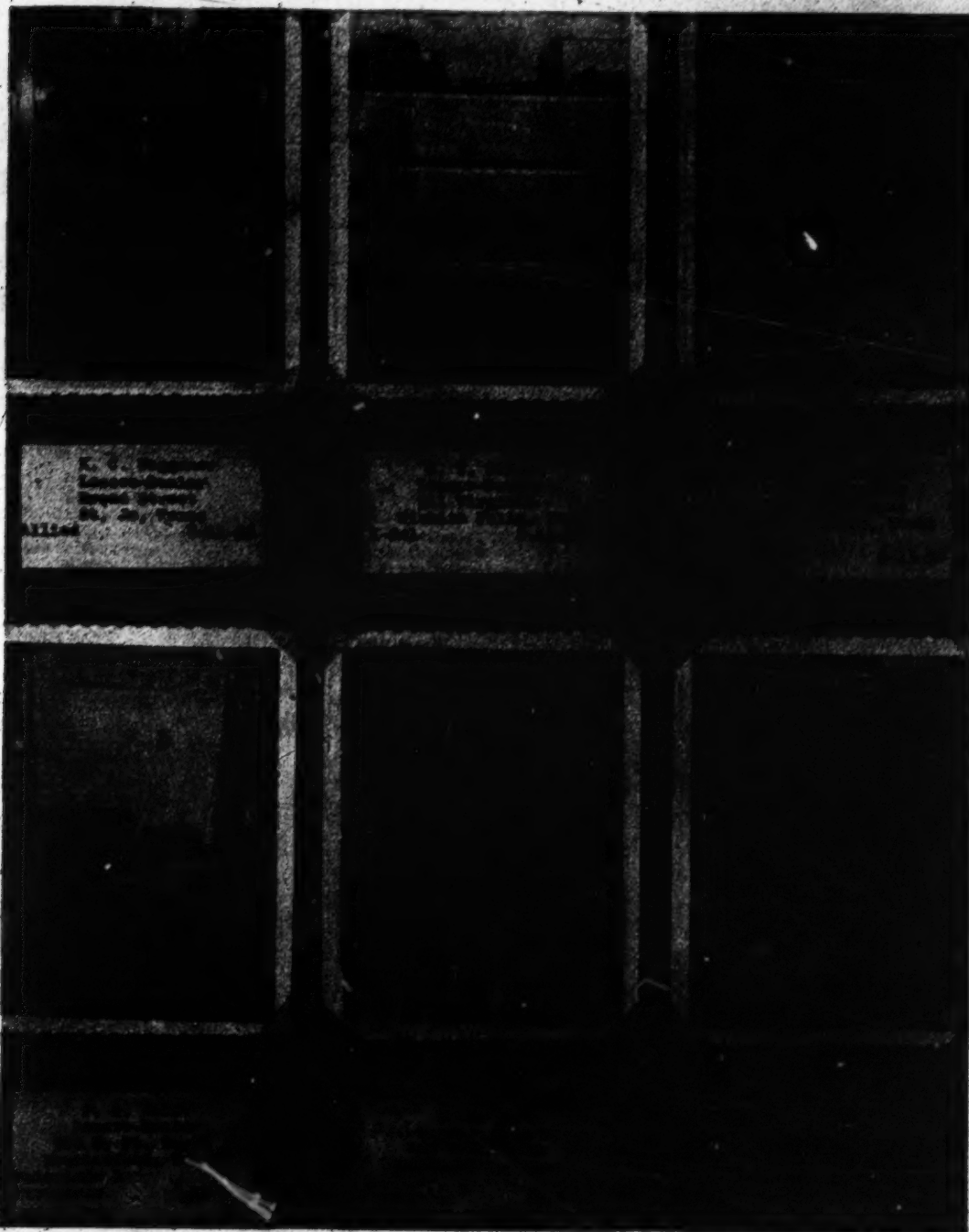


1947-1948





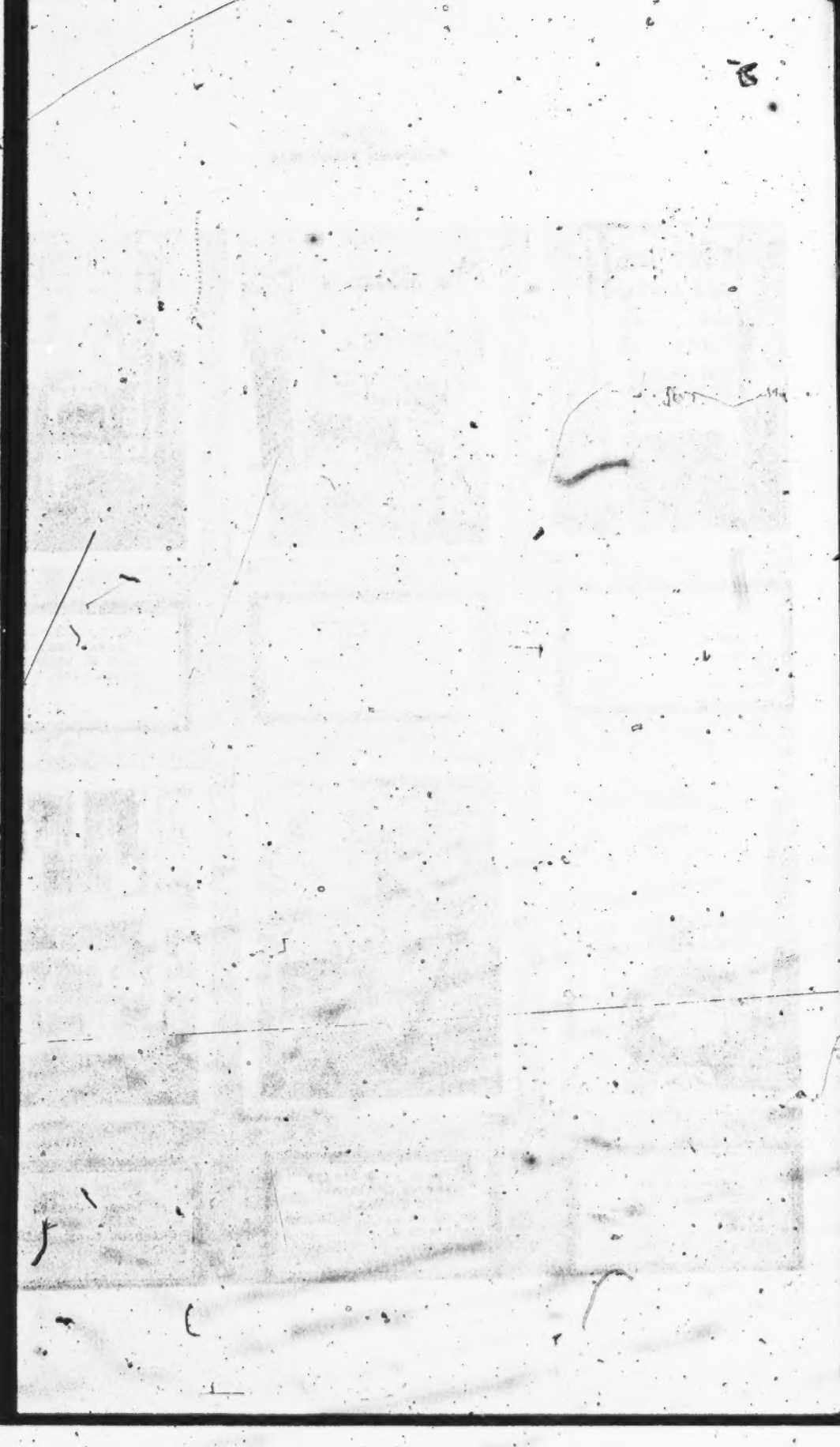
THE  
AMERICAN MUSEUM OF NATURAL HISTORY





115-20  
JAN 1942



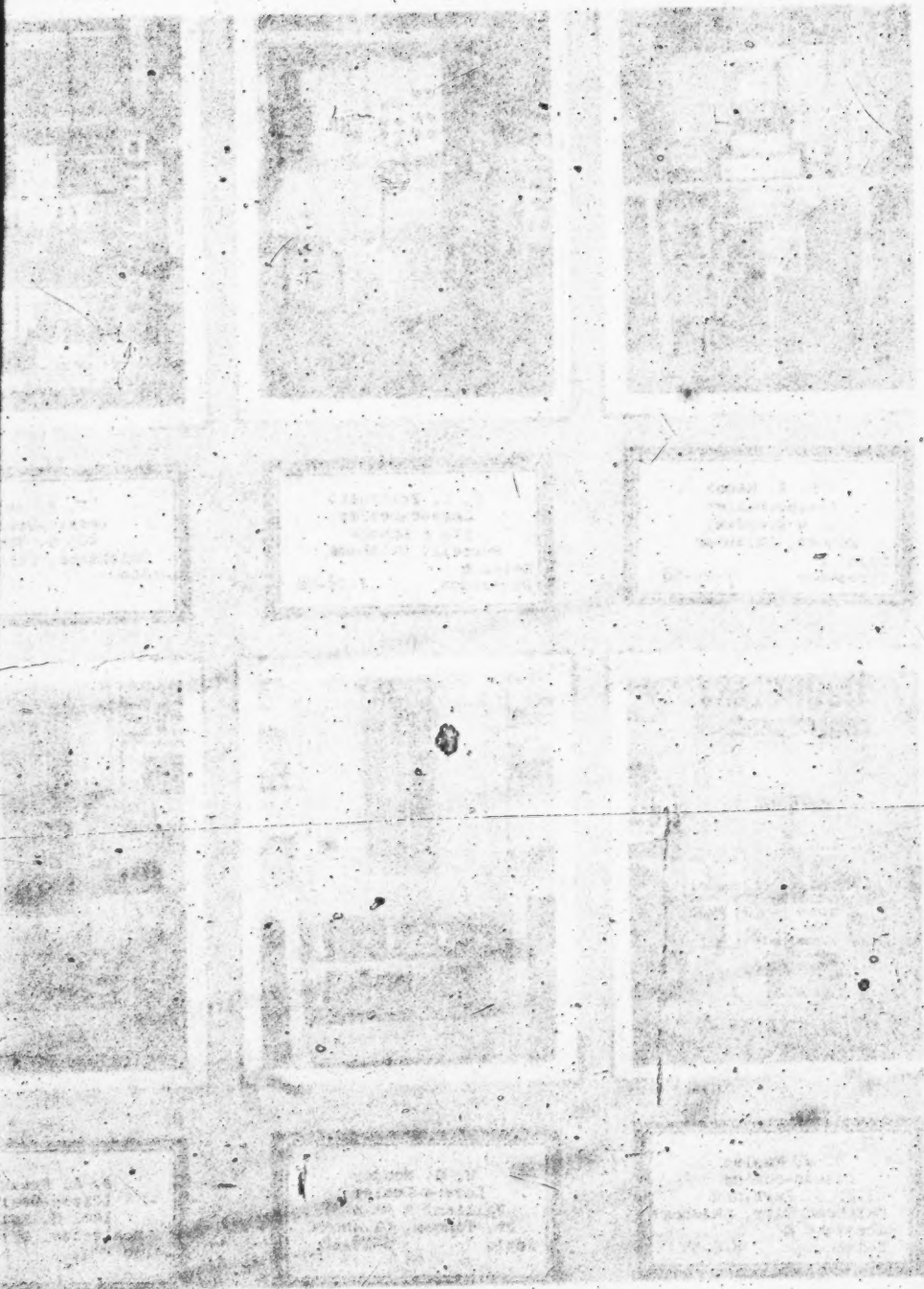


JAX 88  
Responsible Editor 7438

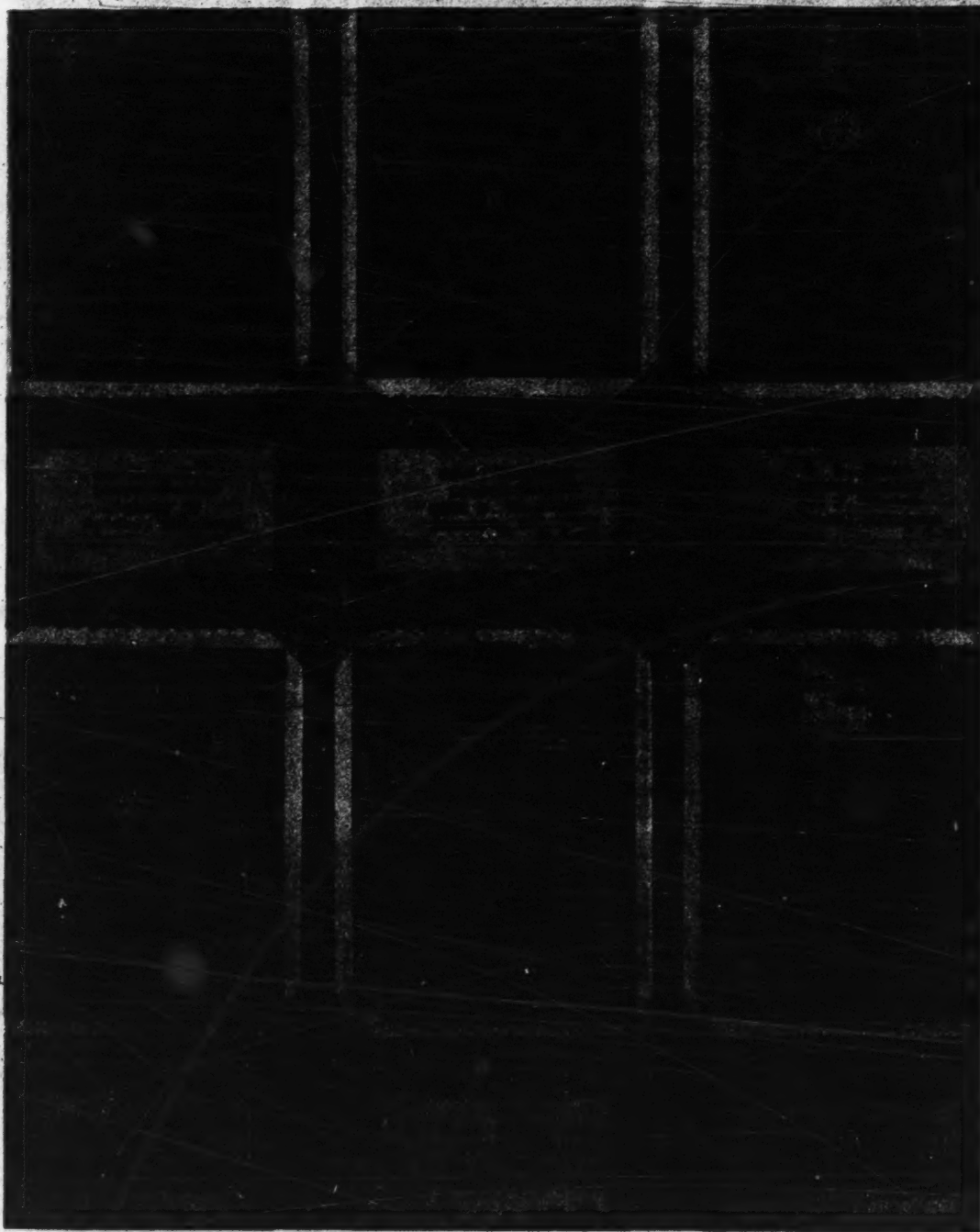
Responsible Editor 7438

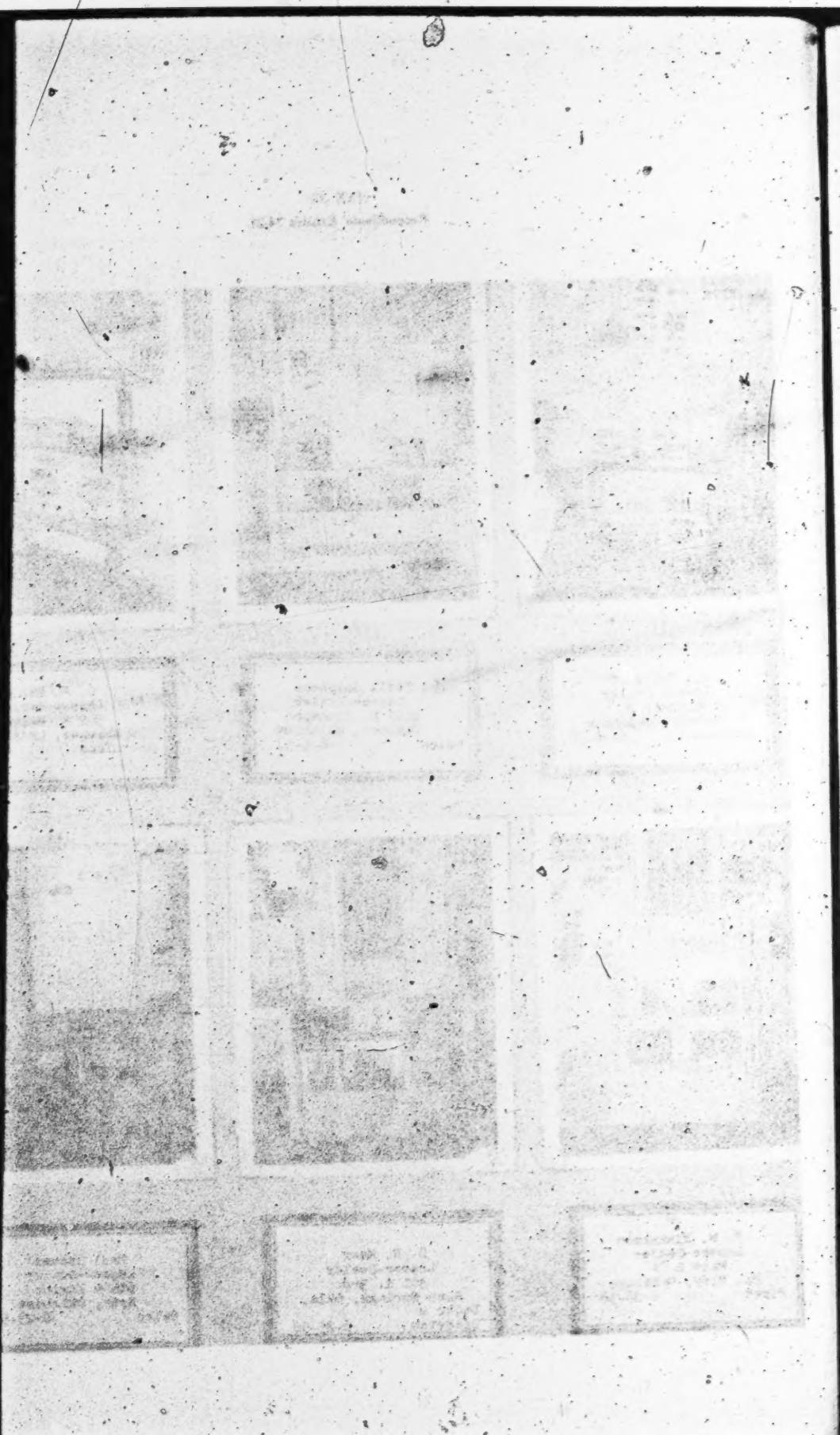




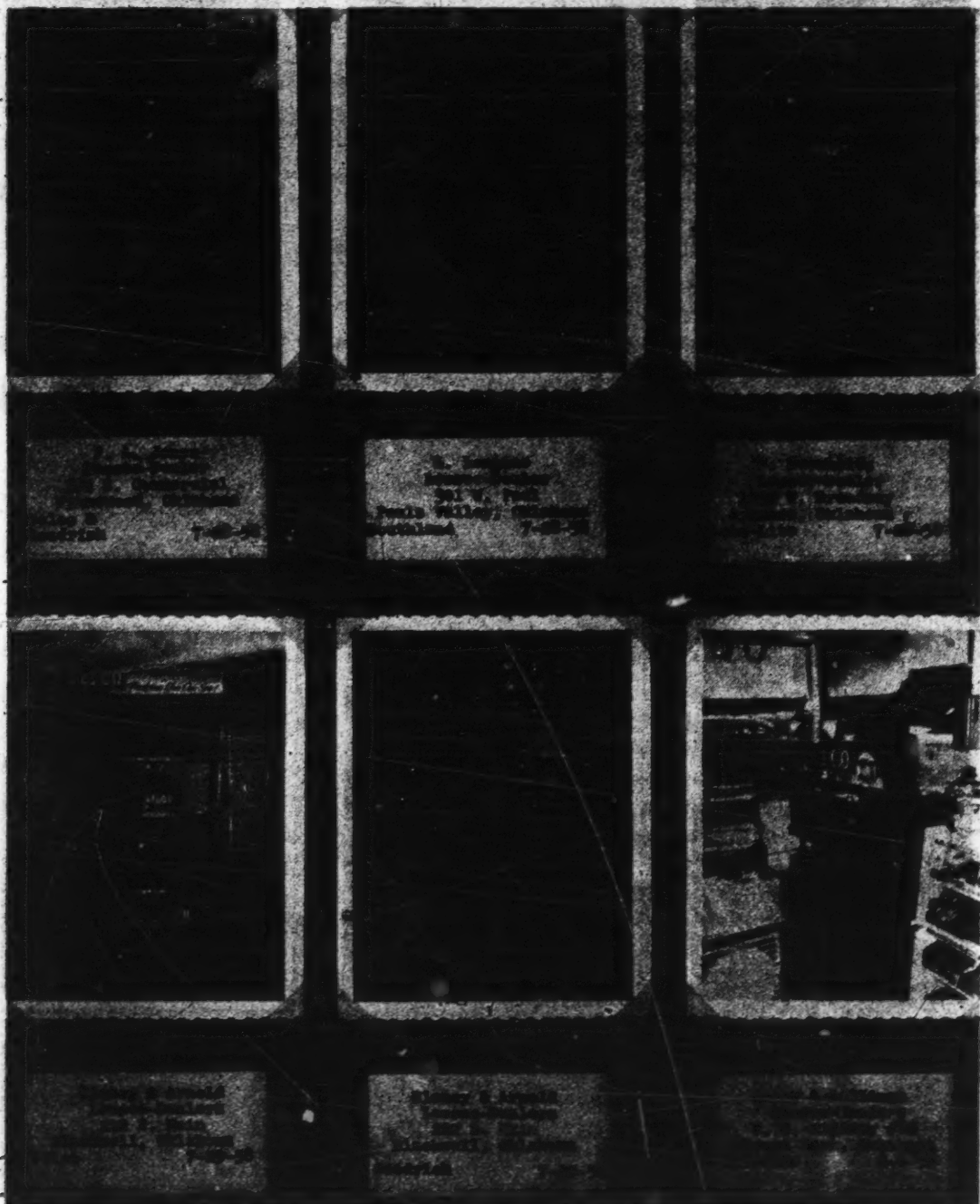
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721-001  
Bureau of Census 14-1





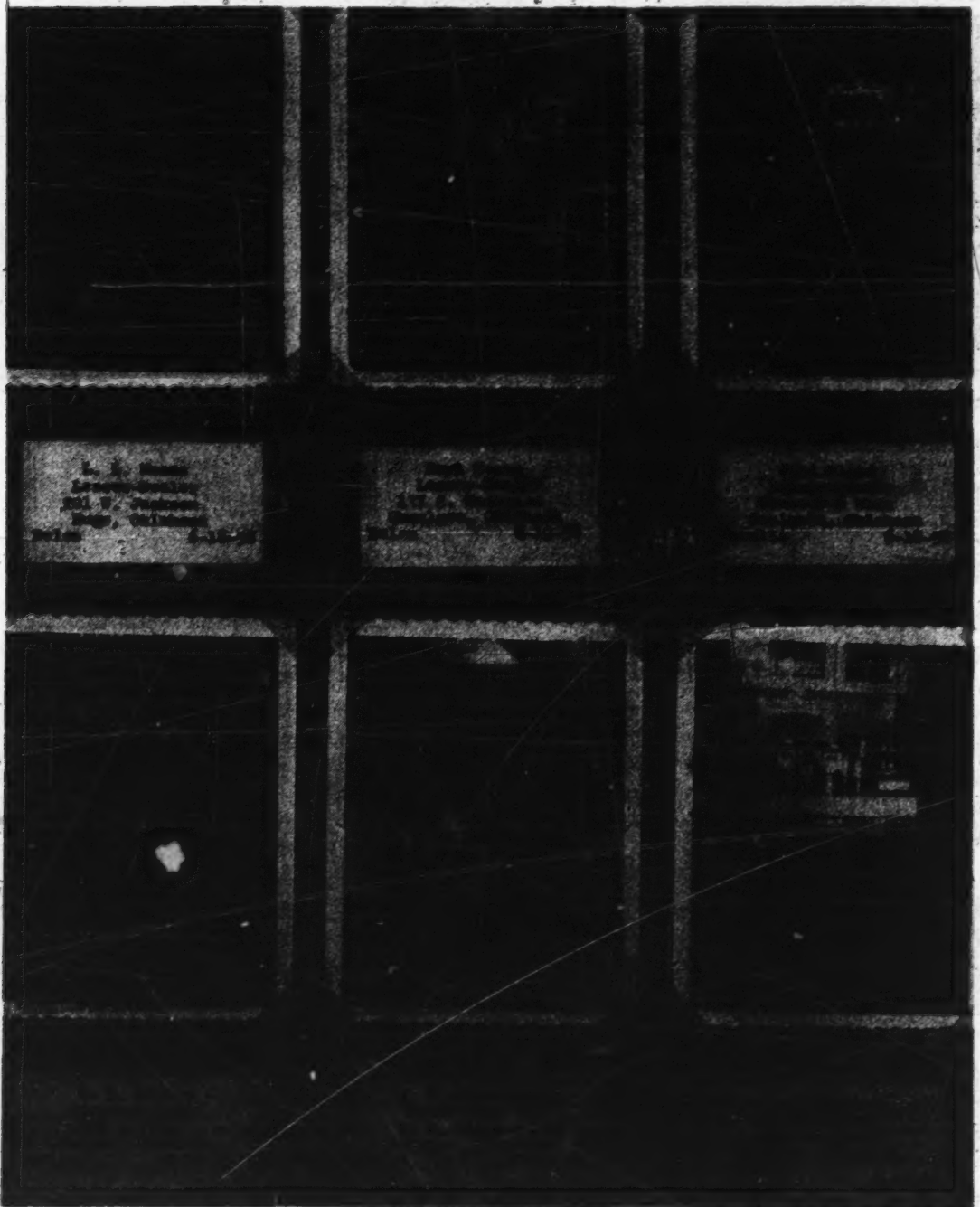
JAN 500  
Respondents' Exhibit 76-5







JAX 100  
Expenditure Exhibit 74-22  
69





JAN 60  
RECEIVED JAN 60

DELCO

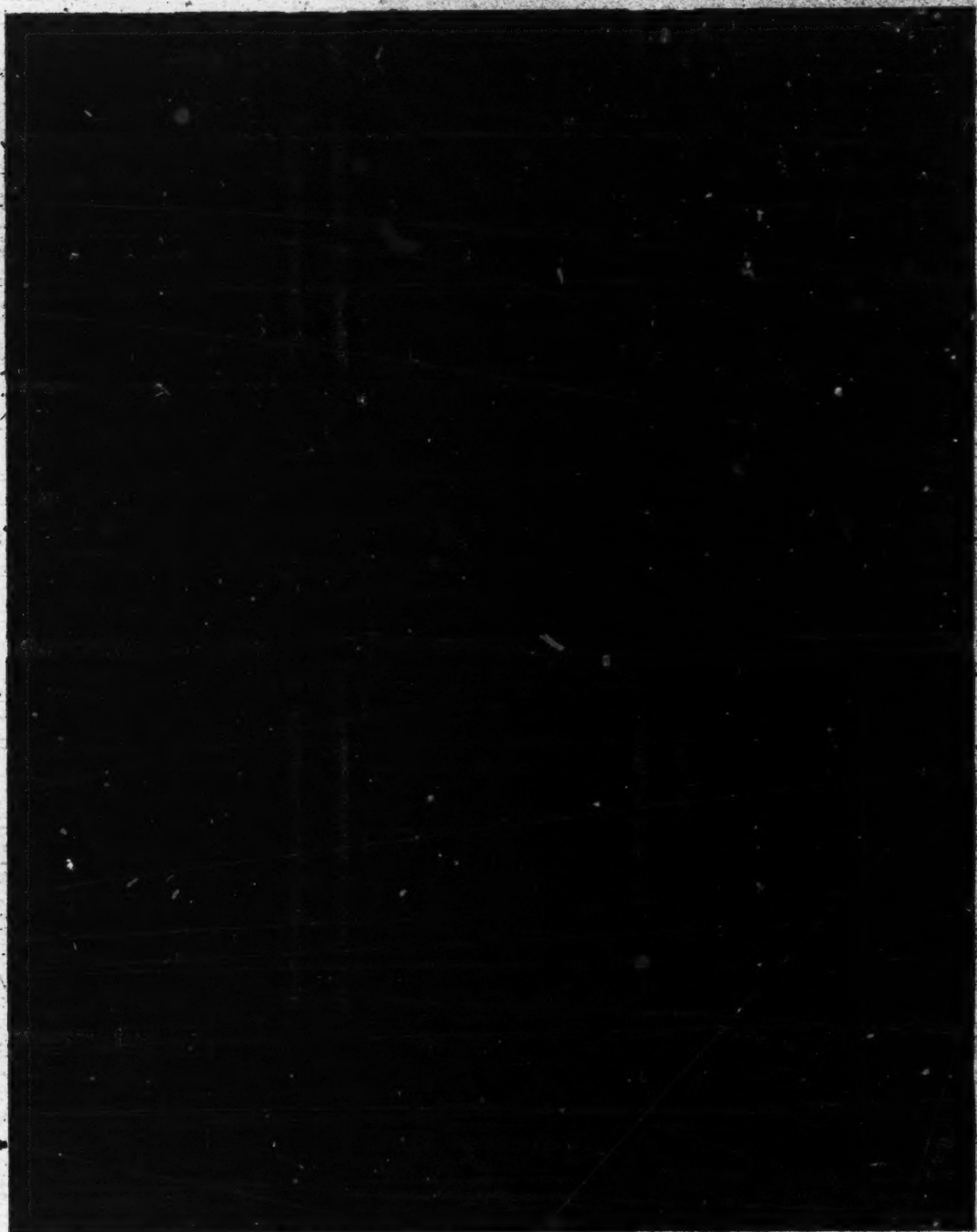
U. S. DEPT. OF JUSTICE  
FEDERAL BUREAU OF INVESTIGATION  
WASHINGTON, D. C.

U. S. DEPT. OF JUSTICE  
FEDERAL BUREAU OF INVESTIGATION  
WASHINGTON, D. C.

THE  
UNITED STATES DEPARTMENT OF THE INTERIOR  
BUREAU OF LAND MANAGEMENT

[Faint text in top-left box]	[Faint text in top-middle box]	[Faint text in top-right box]
[Faint text in middle-left box]	[Faint text in middle-middle box]	[Faint text in middle-right box]
[Faint text in bottom-left box]	[Faint text in bottom-middle box]	[Faint text in bottom-right box]
[Faint text in bottom-left box]	[Faint text in bottom-middle box]	[Faint text in bottom-right box]

SECRET





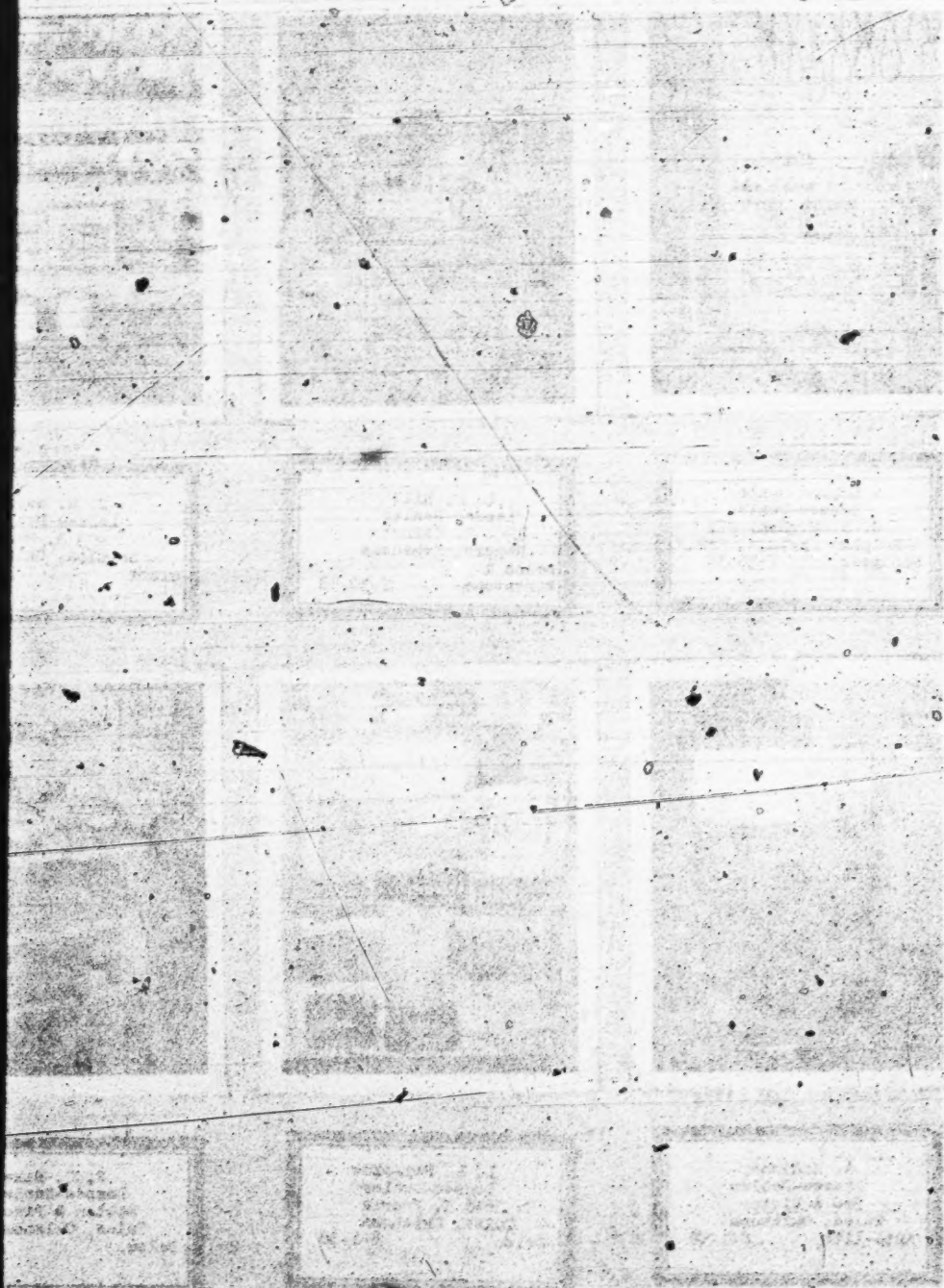
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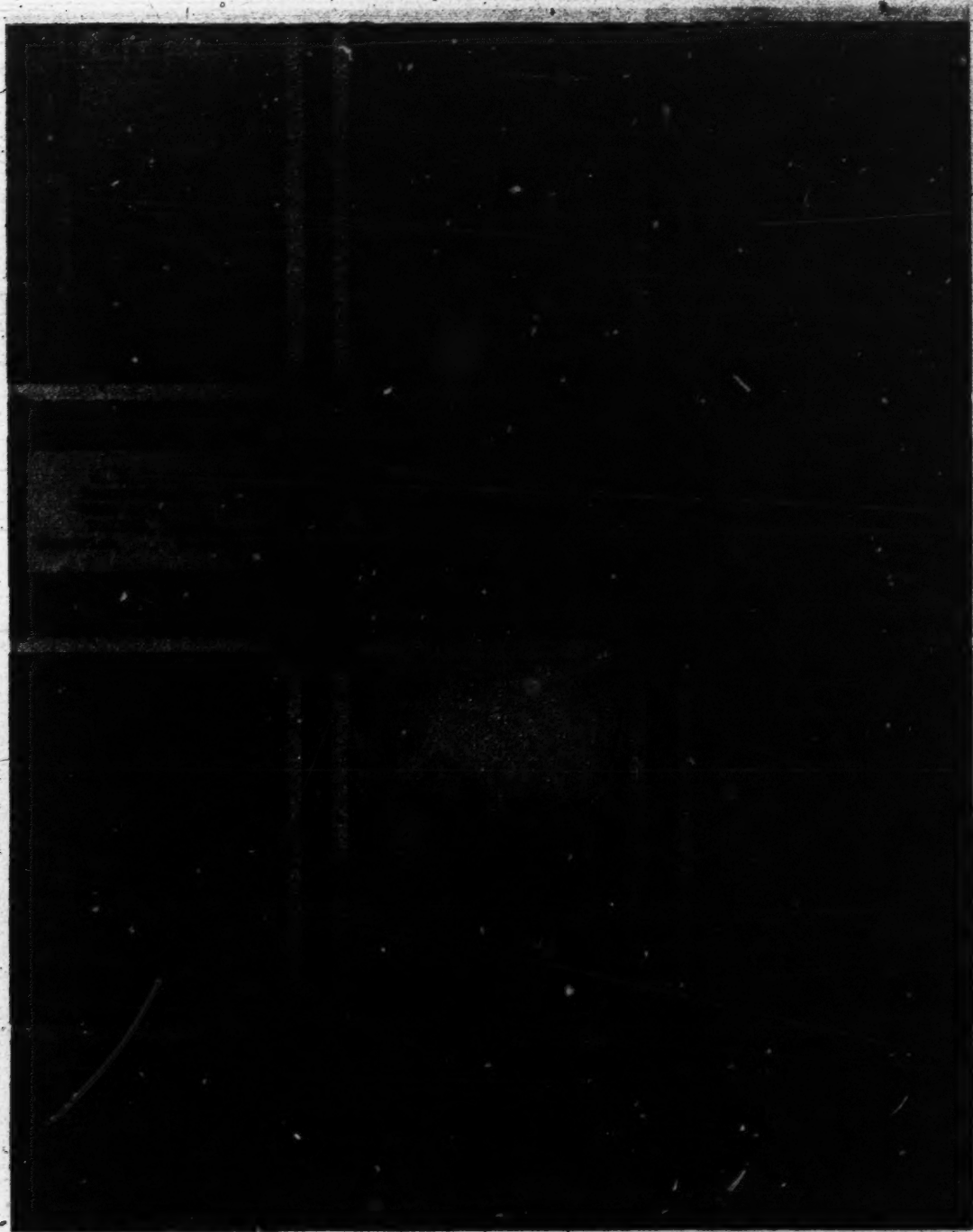
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[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
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TAX 002  
Revised 10/1/80



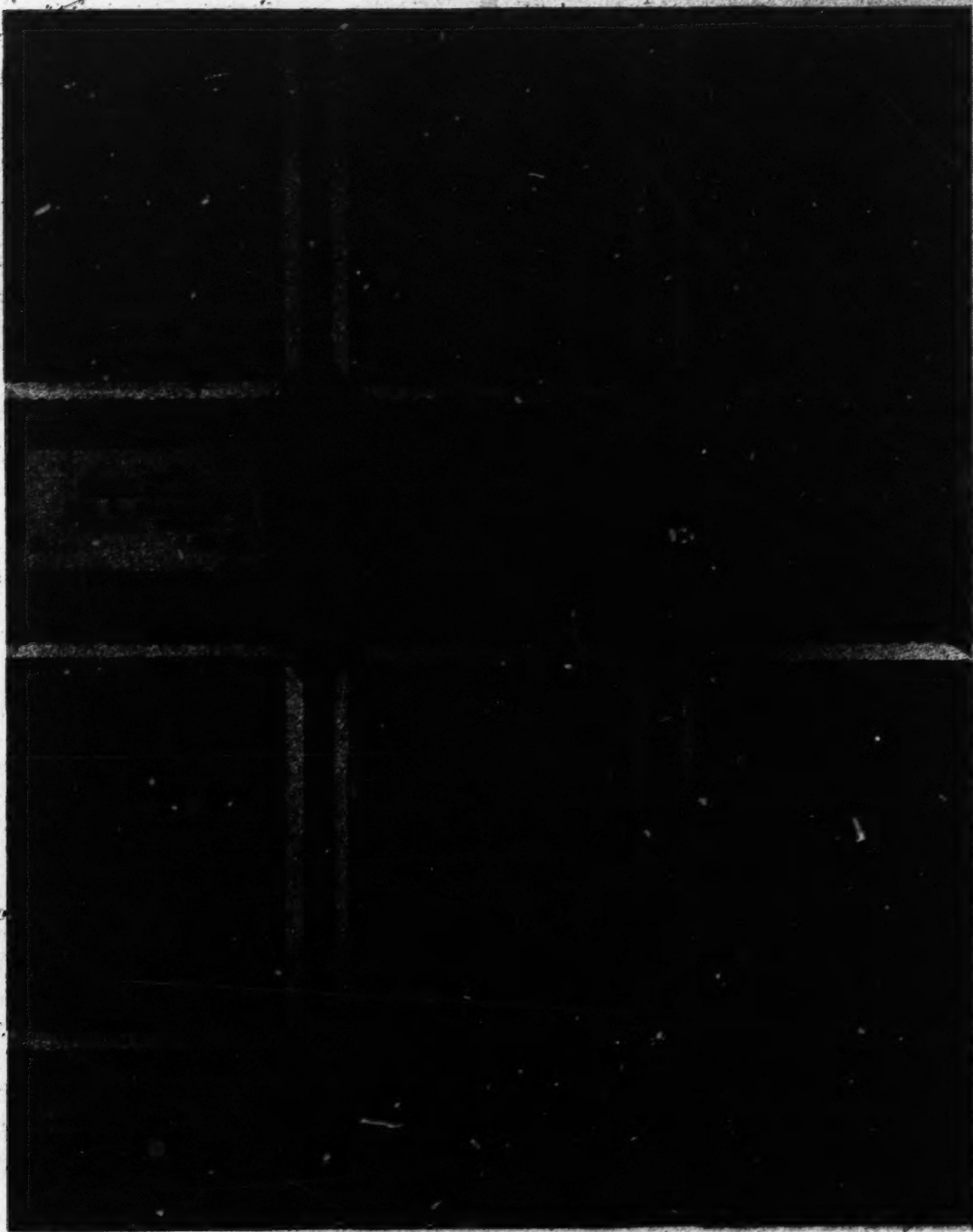
THE  
REPUBLICAN PARTY











<p>1</p> <p>1900-1901</p>	<p>1901-1902</p>	<p>1902-1903</p>
<p>1903-1904</p>	<p>1904-1905</p>	<p>1905-1906</p>
<p>1906-1907</p>	<p>1907-1908</p>	<p>1908-1909</p>
<p>1909-1910</p>	<p>1910-1911</p>	<p>1911-1912</p>

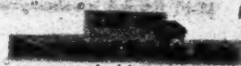


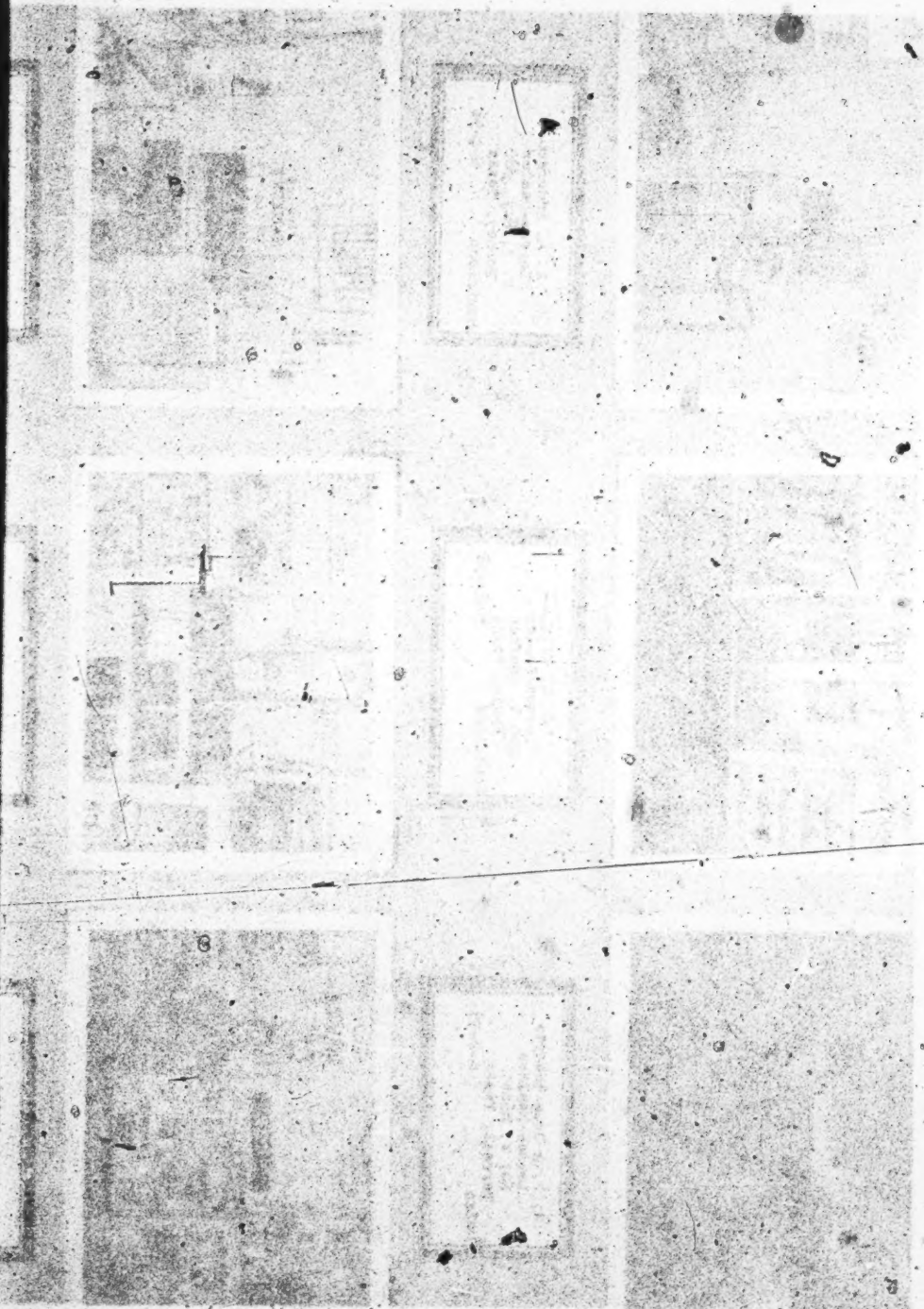
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[Illegible text]	[Illegible text]	[Illegible text]
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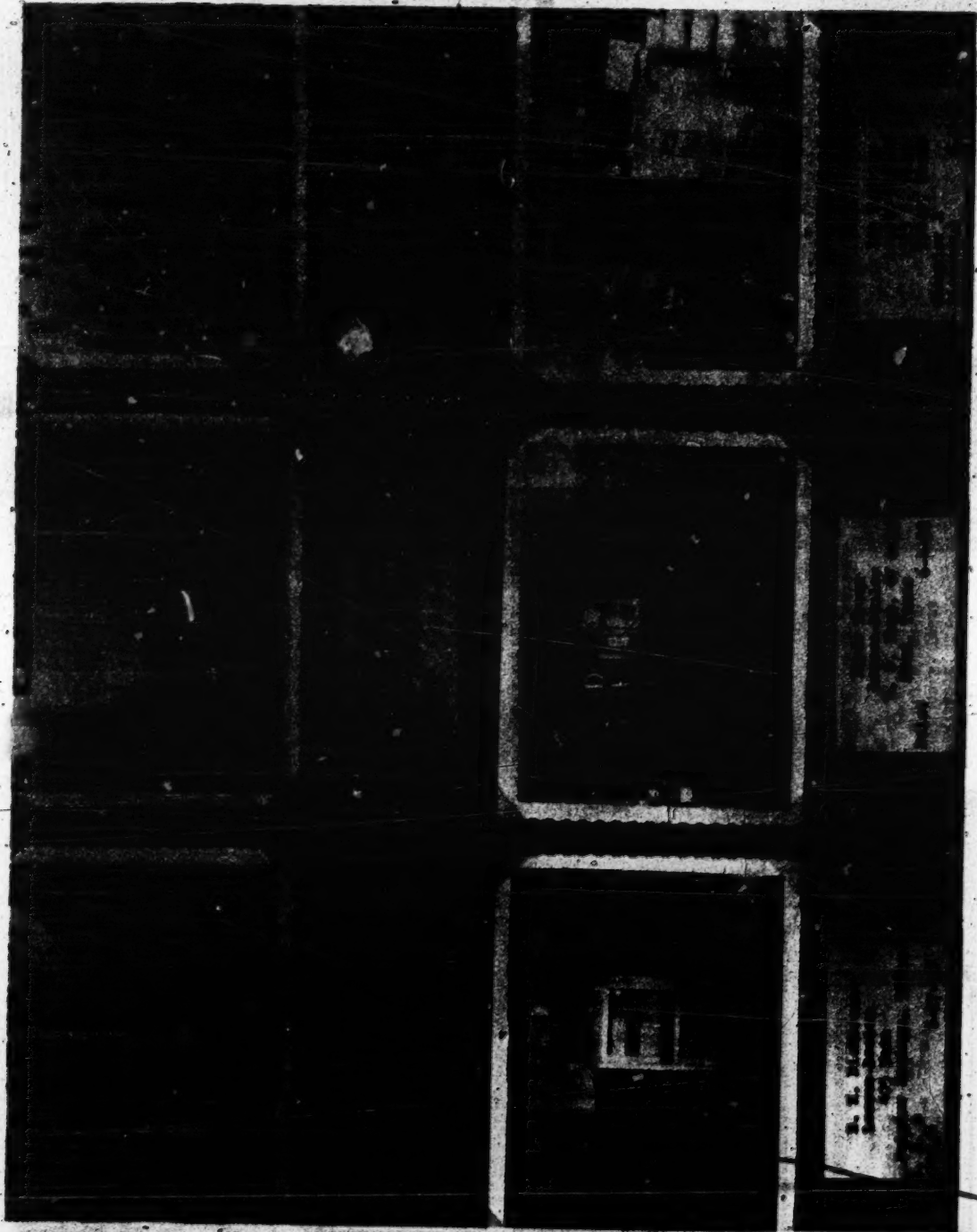




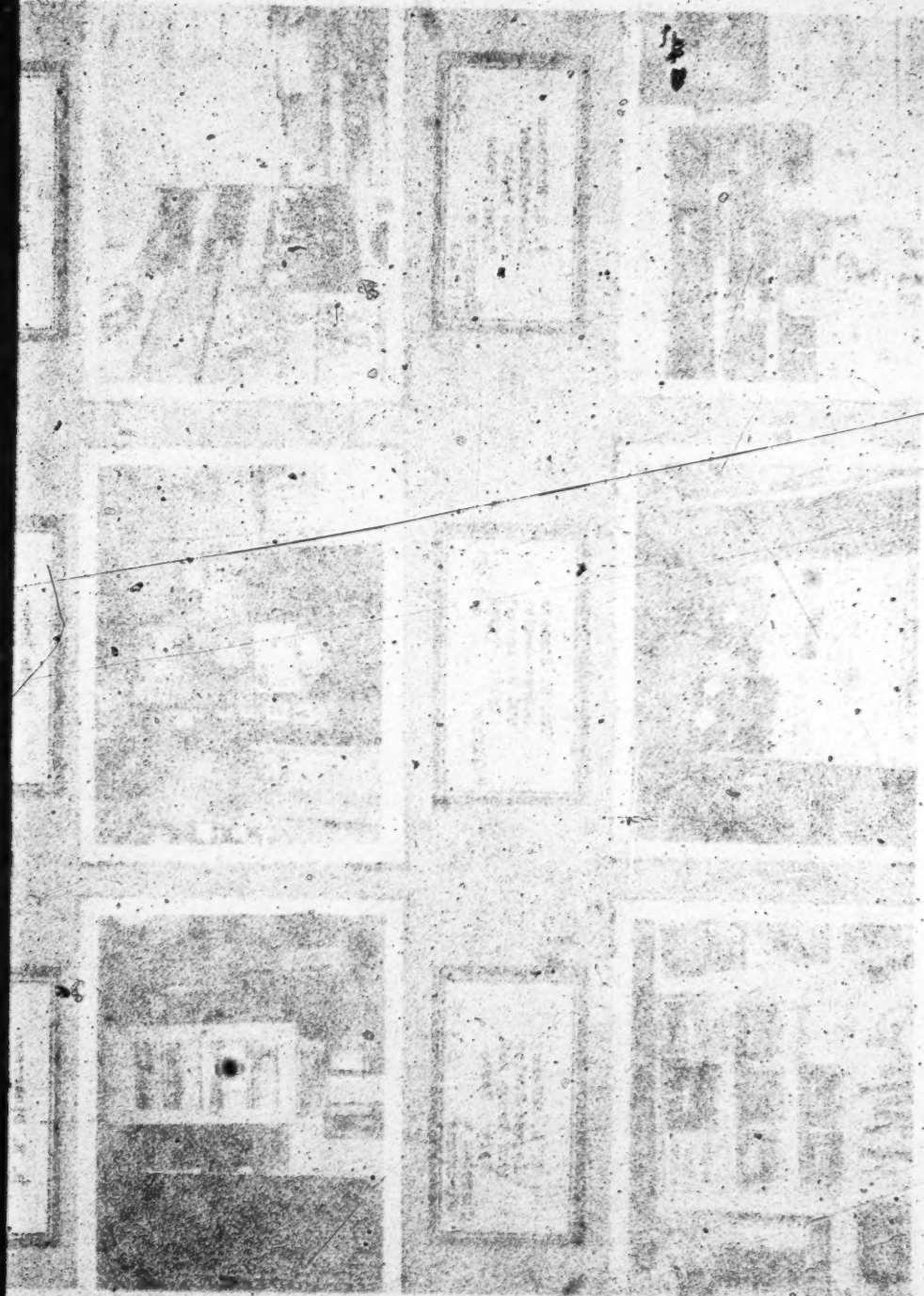
JAN 86

RECEIVED JAN 10 1986

1



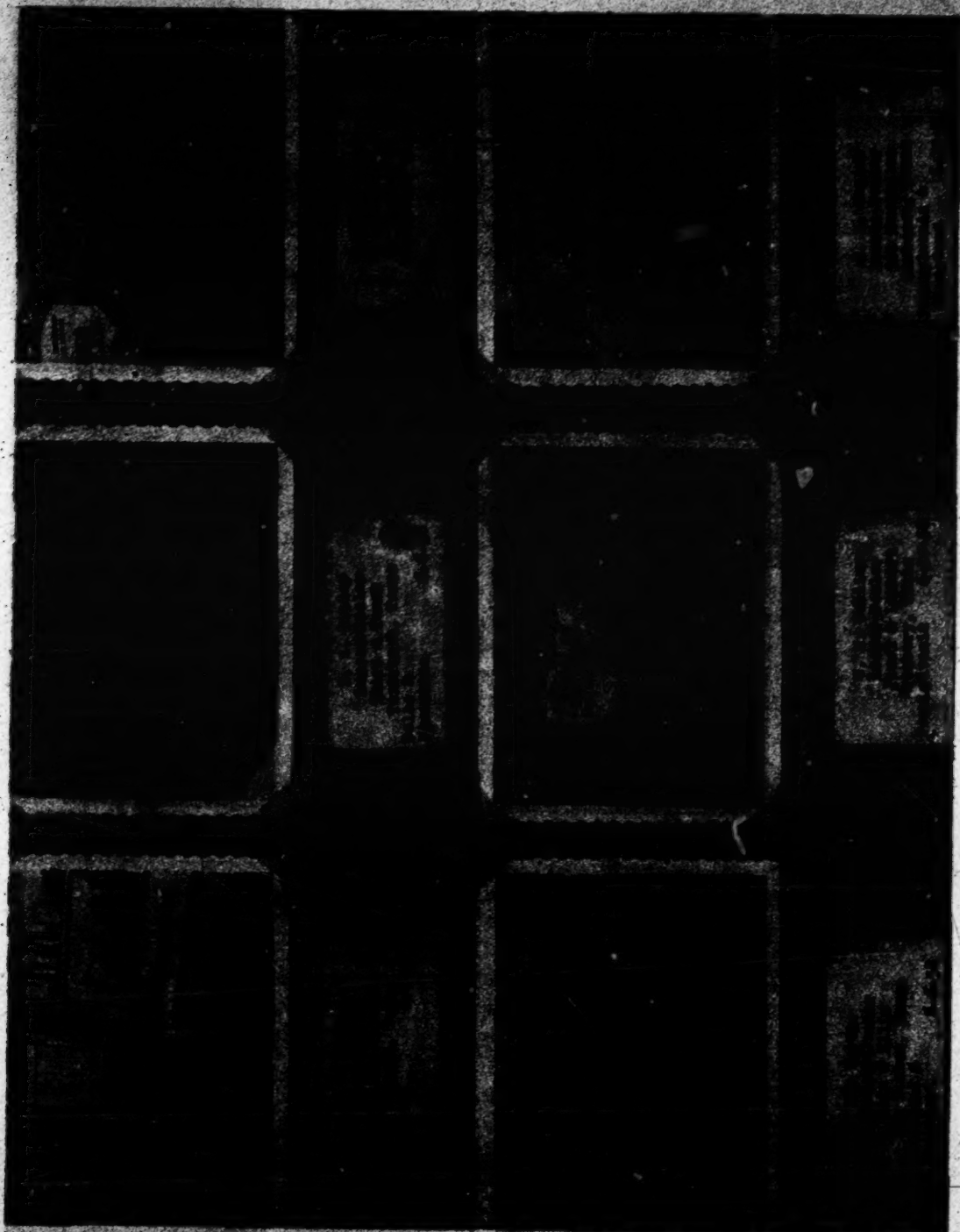






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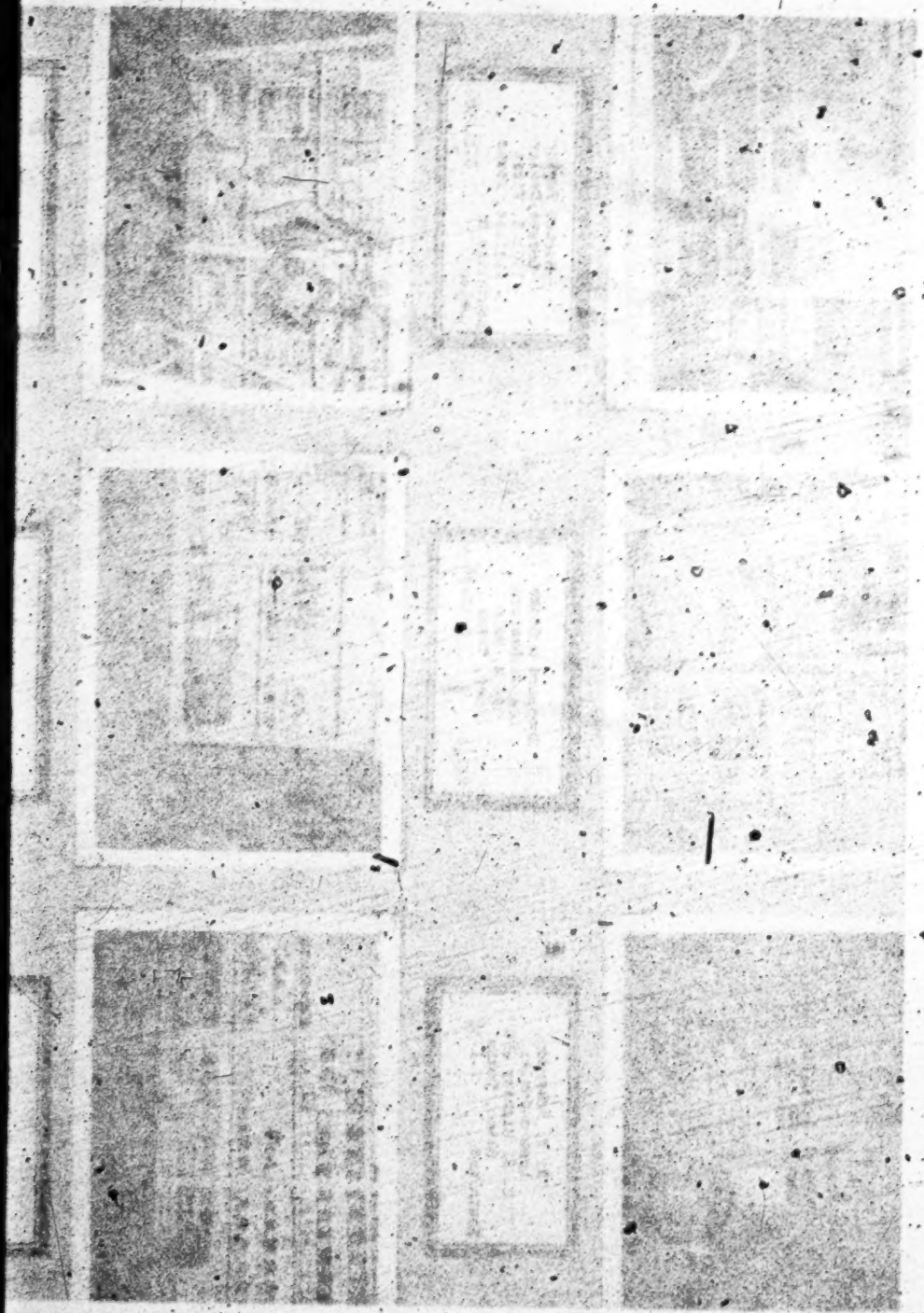
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THE ZAL  
10-17-1913 (approx. date)

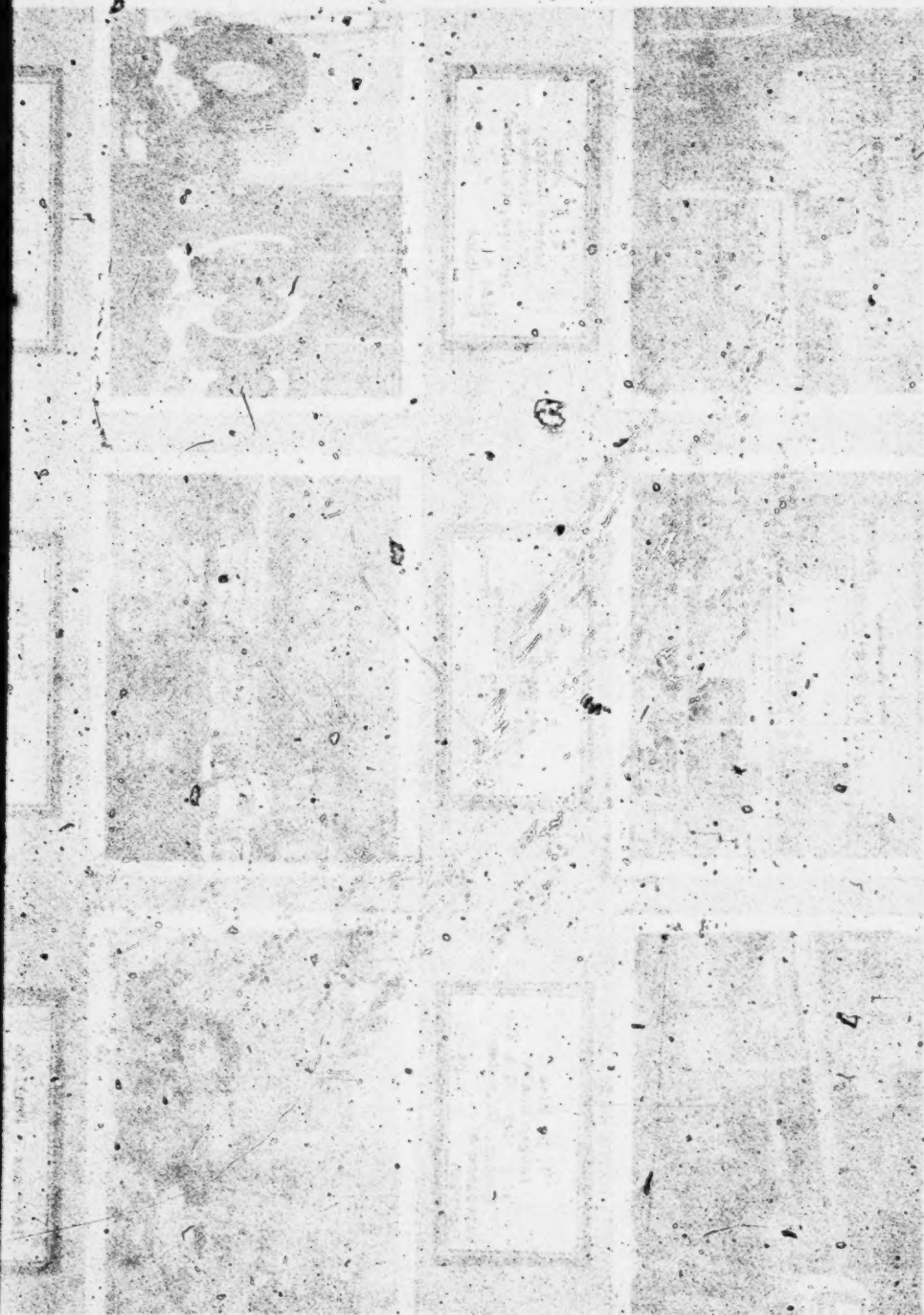


JAX 801  
Baptist Church 7436

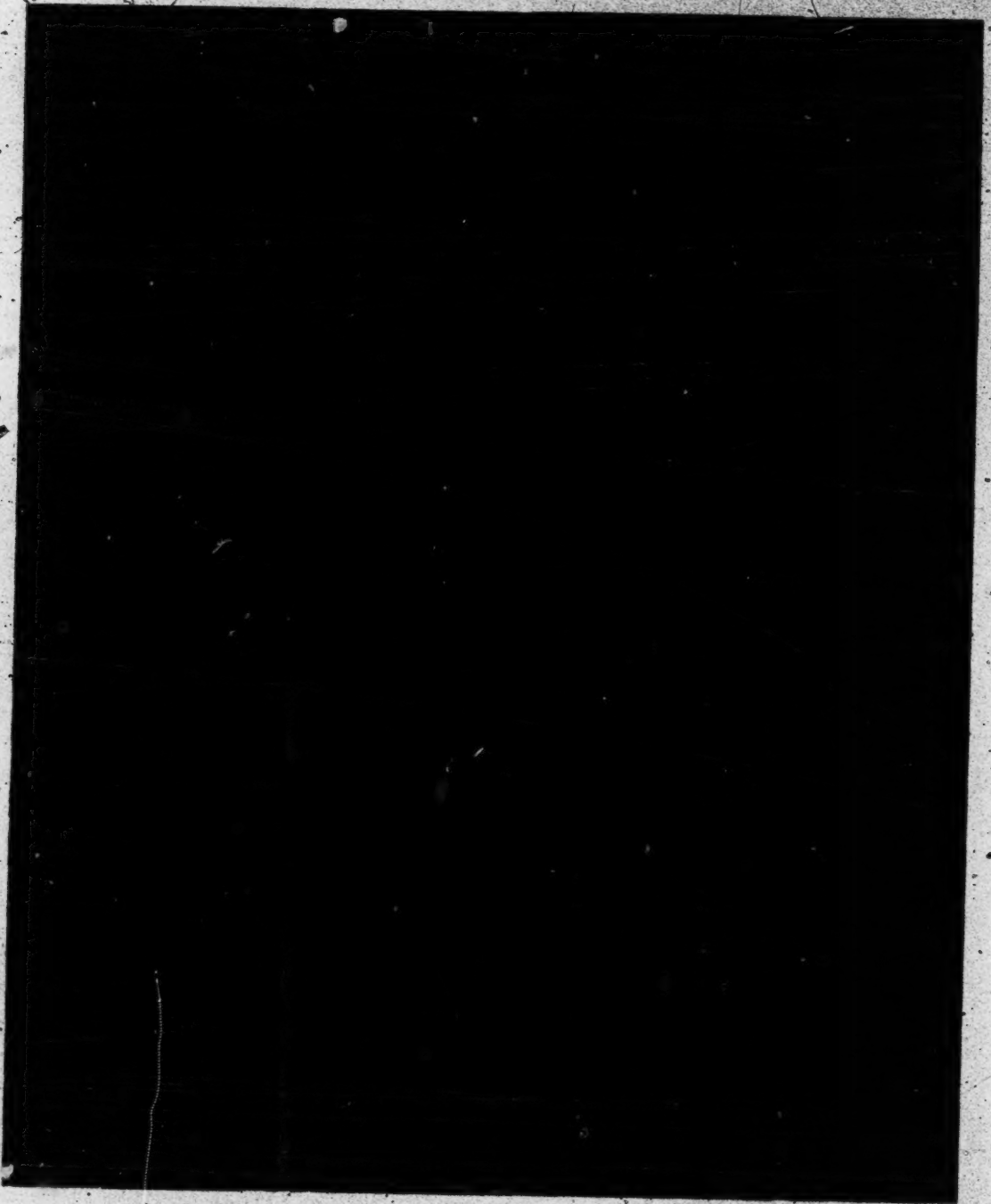




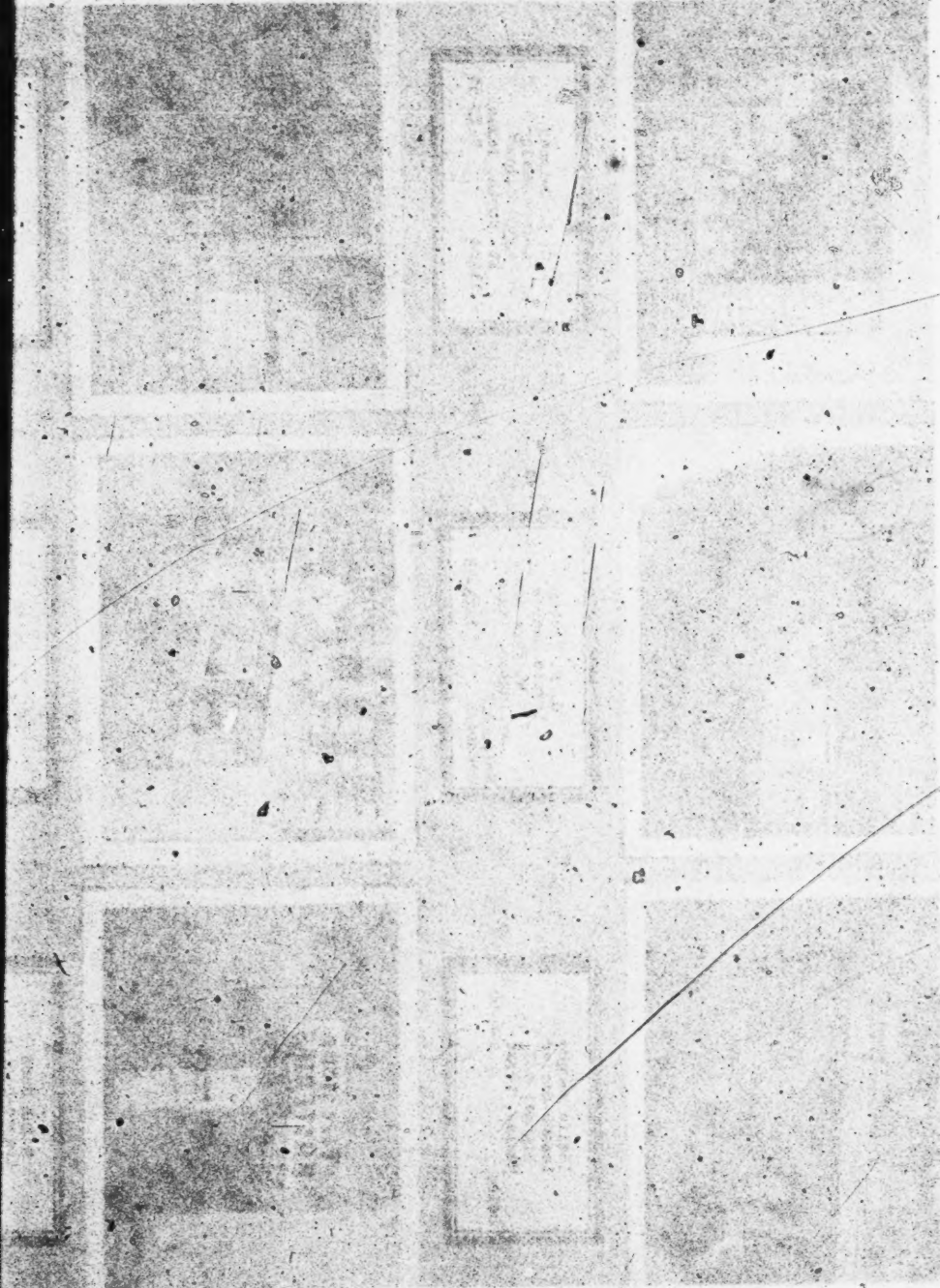
2004-05-01 10:00:00



Respondents Exhibit 74-37



11-11-11  
11-11-11



JAX 584

Respondent JAX 583 pg 74-38

**Respondents' Exhibit 74-37**

147 583  
Respondent's Exhibit 14-37



JAX 584

Respondents' Exhibit 74-38

JAZ 581

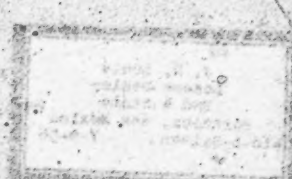
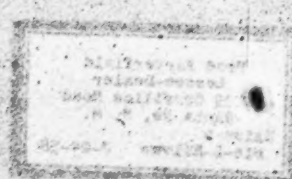
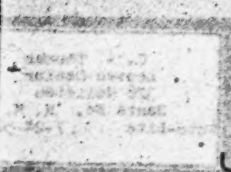
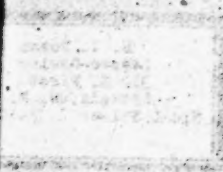
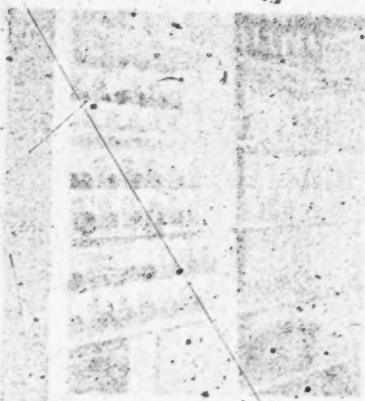
Respondents' Exhibit 74-38

1942-43  
1944-45

Frank Fortnerfield  
League-Dealer  
1207 Carrollton Road  
Santa Fe, N. M.  
Silver 7-24-52

G. A. Wilson  
League-Dealer  
1207 Carrollton Road  
Santa Fe, N. M.  
Silver 7-24-52

1950  
1951



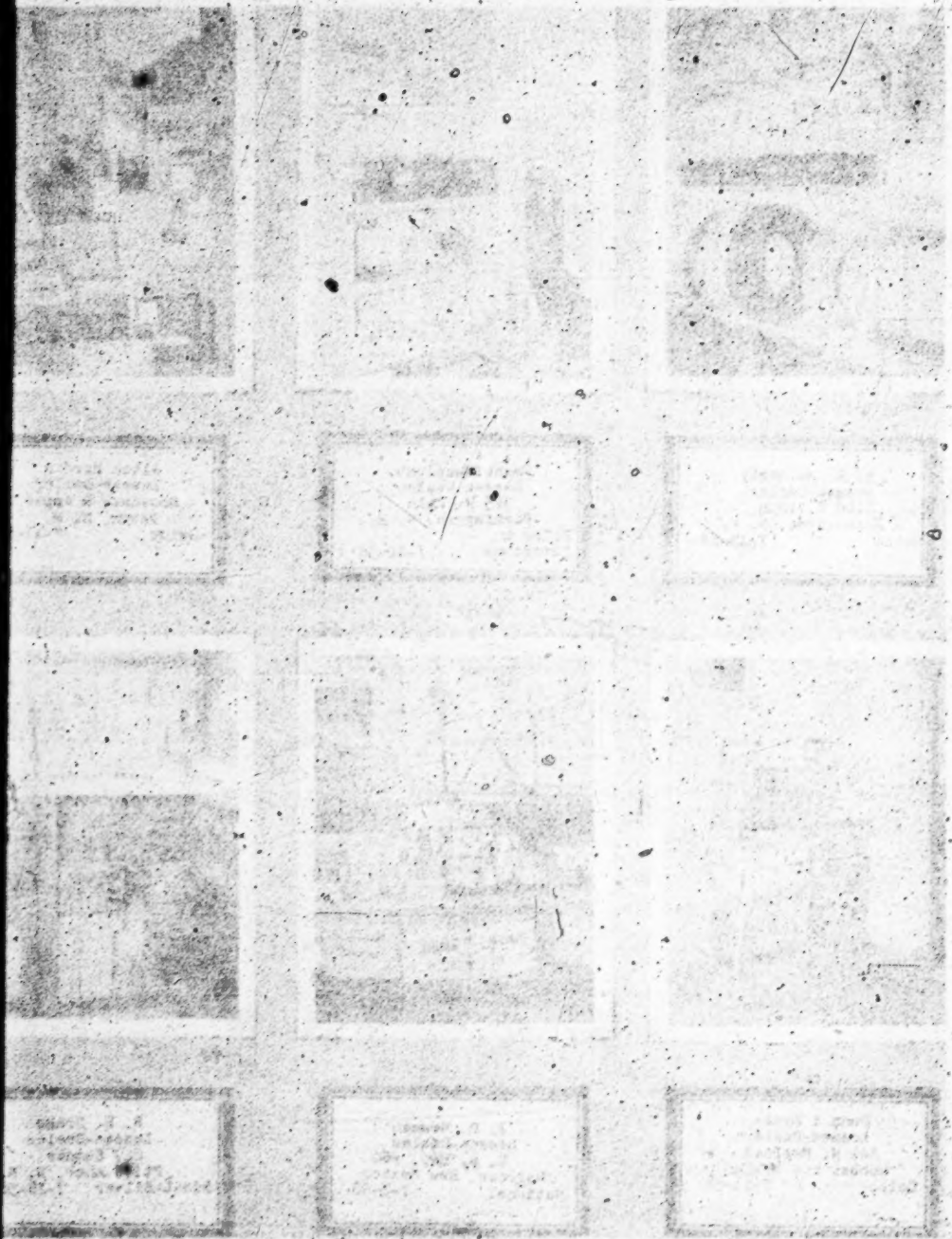
JAN 20  
RECORDED: 1944 74-20

John F. Smith  
Los Angeles, California  
John F. Smith  
Los Angeles, California  
7-11-58

J. E. Smith  
Los Angeles, California  
V. E. Smith, Jr.  
Los Angeles, California  
National 7-5-58

J. E. Smith  
Los Angeles, California  
V. E. Smith, Jr.  
Los Angeles, California  
National 7-5-58





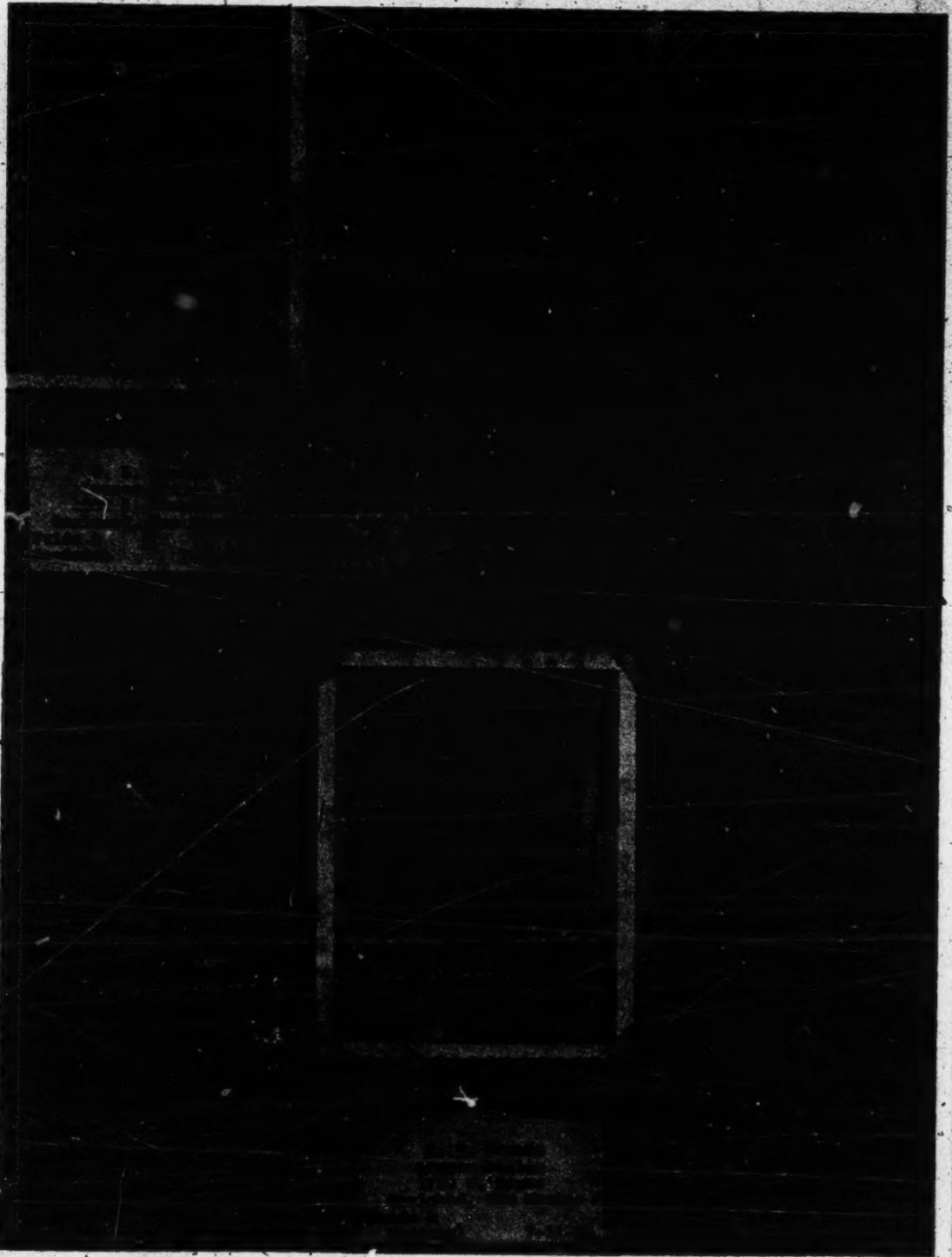




1875

Representative of the

1875

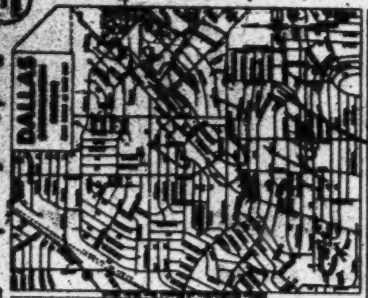




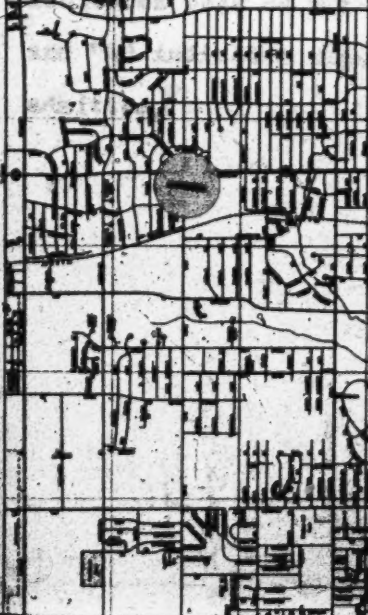




III

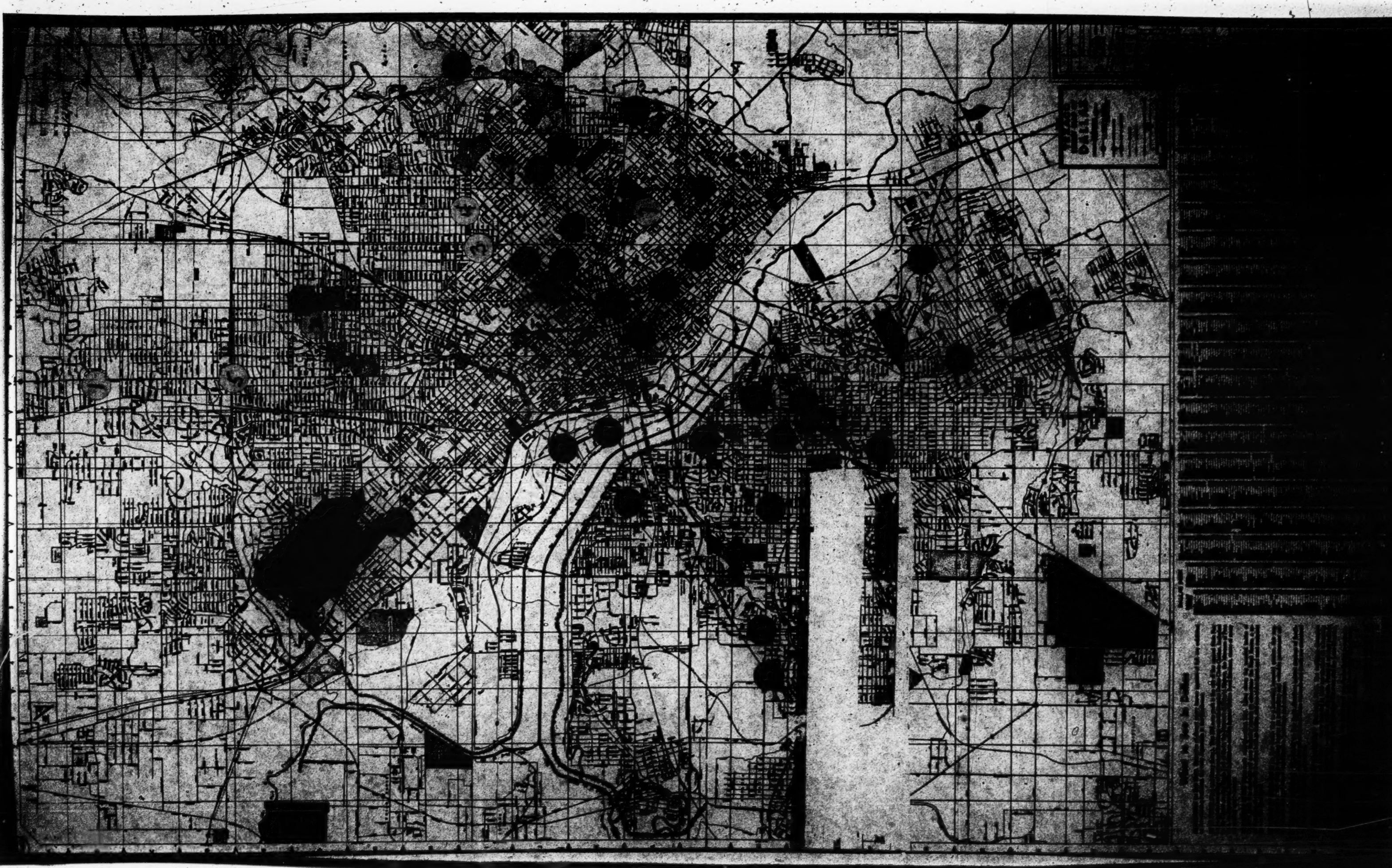


RECORDS SECTION  
OF THE MAY 1964  
12/1/64

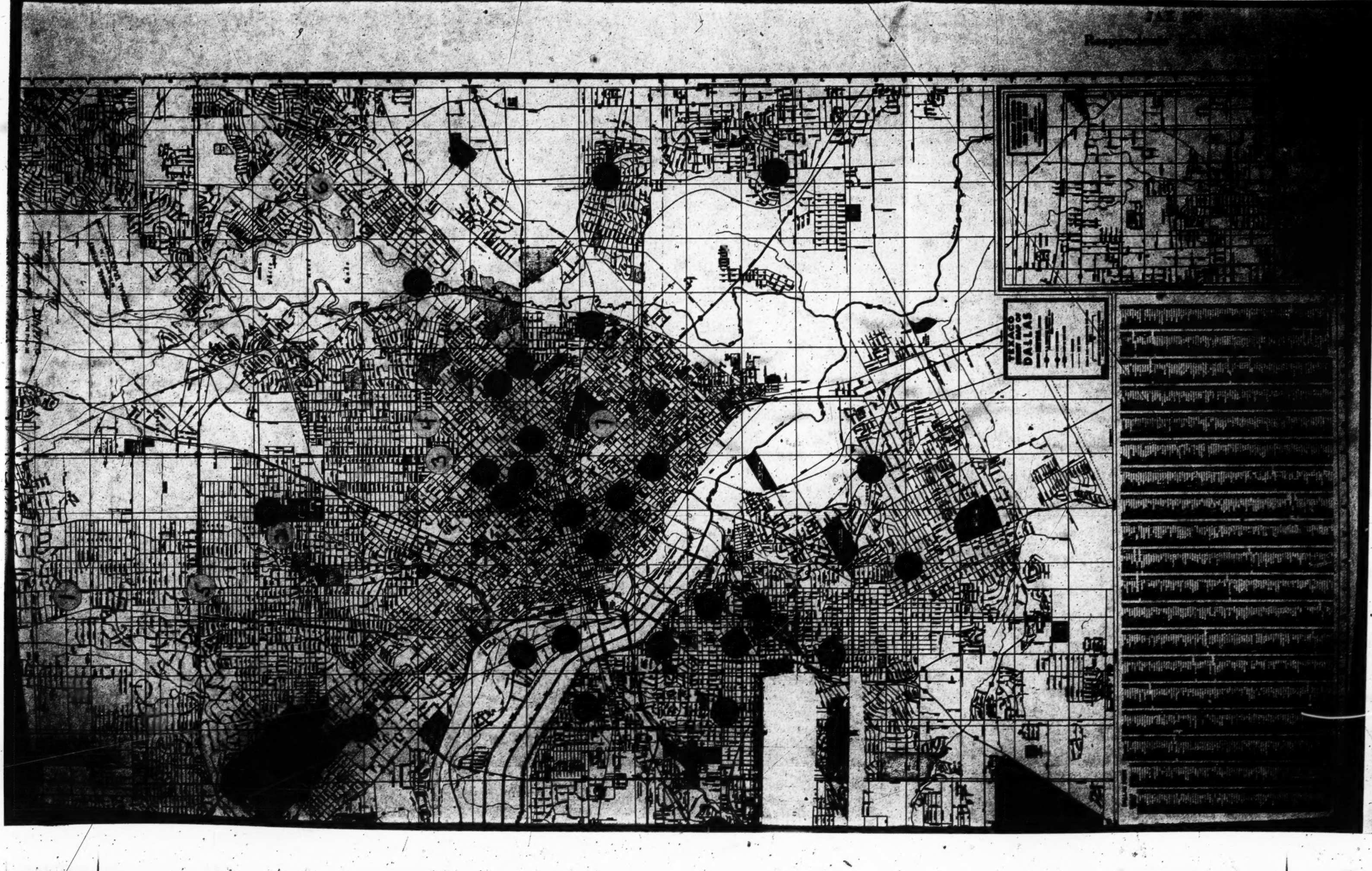




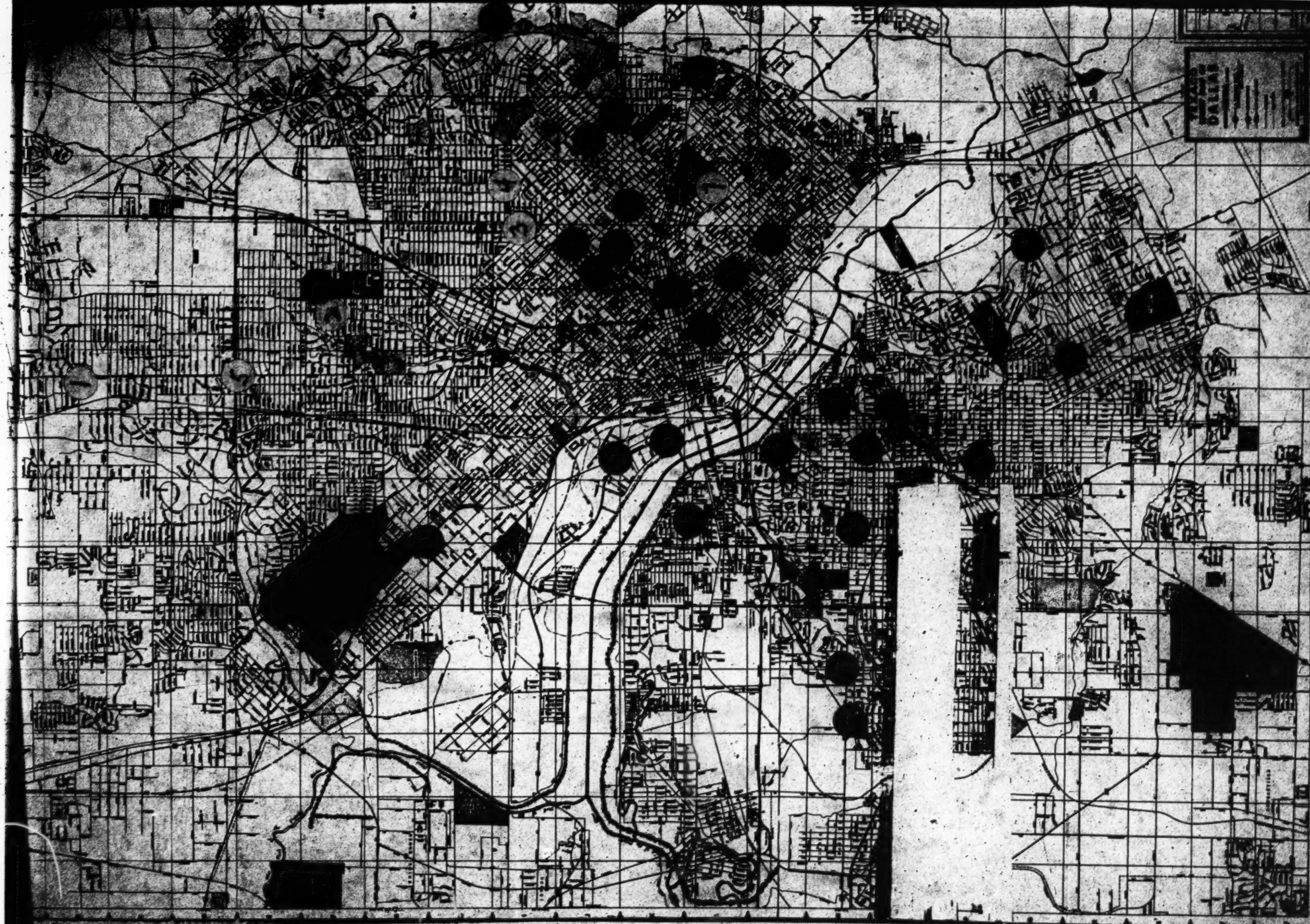












TEXAS  
DALLAS

What to See in Dallas  
The following list of places of interest in Dallas is intended to give the visitor a general idea of the city's attractions. It is not intended to be a complete guide, but rather a starting point for further exploration.

1. The Texas State Capitol Building, located in the heart of the city, is a masterpiece of architecture and a symbol of the state's history.

2. The Dallas Museum of Art, one of the largest and most comprehensive art museums in the United States, houses a vast collection of works from ancient to modern times.

3. The Reunion Tower, a prominent landmark in the city, offers a unique view of Dallas from its observation deck and is a popular destination for tourists.

4. The American Airlines Center, a state-of-the-art arena, is home to the Dallas Mavericks of the National Basketball Association and hosts a variety of other events.

5. The Dallas Zoo, one of the oldest and largest zoos in the country, is a great place to see a wide variety of animals and learn about conservation efforts.

6. The Dallas Arboretum and Botanical Garden, a beautiful park with a wide variety of plants and flowers, is a great place to enjoy the outdoors.

7. The Dallas Convention Center, a large and modern facility, is a popular venue for conferences, trade shows, and other large-scale events.

8. The Dallas-Fort Worth International Airport, one of the busiest airports in the world, is a major hub for air travel and a gateway to the city.

9. The Dallas skyline, featuring a mix of modern skyscrapers and historic buildings, is a sight to behold from many different angles.

10. The Dallas area, with its beautiful parks, lakes, and trails, offers a wide variety of recreational opportunities for residents and visitors alike.





JAX 591  
Respondents' Exhibit 79B

- "M" - Testimony that dealer attended Texaco dealer meeting.
- "N" - Testimony that complaining witness sold to dealer.
- "O" - Testimony that dealer displayed non-sponsored TRA.
- "P" - Testimony that dealer understood The Texas Company TRA policy.

---

With respect to photographs in evidence "I" indicates page on which respondent's exhibit identified and "A" indicates page on which respondent's exhibit admitted.

ORIGINAL EXHIBIT  
to be returned to  
FEDERAL TRADE COMMISSION

FEDERAL TRADE COMMISSION  
DOCKET NO. 6485 EXHIBIT NO. 79-B

5-2

79-15

Testimony that dealer attended Texas

dealer meeting.

Testimony that respondent's witness sold to

dealer.

Testimony that dealer displayed non-

respondent TMA.

Testimony that dealer contacted The Texas

Company TMA policy.

With respect to photographs in evidence 71

indicates page on which respondent's exhibit identified

and 72 indicates page on which respondent's exhibit

exhibited.

INTERNAL TRADE COUNCIL  
OF THE  
NATIONAL ASSOCIATION  
OF  
DEALERS  
INCORPORATED  
JAN 1 1961

RECEIVED  
JAN 1 1961  
JAN 1 1961

**JAX 593**  
**Respondents' Exhibit 79C**

**DALLAS DIVISION**  
**"A" (YELLOW DOTS)**

<b><u>NAME</u></b>	<b><u>ADDRESS</u></b>
1. Walter B. Apple	Preston Road & Royal Lane Dallas, Texas
2. B. S. Colgin	6634 Snider Plaza Dallas, Texas
3. Howard Rush	Greenville & Ross Dallas, Texas
4. Russell Tabfeman	Lewis & Skilman Dallas, Texas
*5. Ray W. Tosch	Preston Road and Berkshire, Dallas, Texas
6. Jack Wilkie	9507 Garland Road Dallas, Texas
7. C. W. Williams	Forest & Fourth Dallas, Texas

\*Also displayed other than Firestone or Goodrich TBA.  
(TR.1707).

FEDERAL TRADE COMMISSION  
LOCKET NO. 6455 EXHIBIT HQ

JAN 20  
Bureau of Census

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1940

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1940

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1940

1940  
1940



JAX 398  
 Respondents' Exhibit 79D

"B" (RED DOTS)

<u>NAME</u>	<u>ADDRESS</u>	<u>TRANSCRIPT REFERENCE</u>
9. Kenneth Heth	3800 West Davis Dallas, Texas	TR 3622 (P) TR 3626 (D) TR 3631 (M)
10. Charles W. Moore	1623 Chase Street Dallas, Texas	TR 3643-4 (P) TR 3646-7 (D) TR 3651 (M)
11. Orville L. Jernigan	800 South Ervay Dallas, Texas	TR 3657-8 (P) TR 3664-5 (D) TR 3667 (M)
12. W. R. Cornett	Tyler and Davis Dallas, Texas.	TR 1718 (S) TR 1727 (S)
13. O. C. Mann	Ewing and Clarendon Dallas, Texas	TR 1718 (S)
15. Billie Flippin	1407 No. Zangs Dallas, Texas (same as #10)	TR 1729 (S)
16. Emory Johnson	1000 No. Industrial Dallas, Texas	TR 1722 (S)
17. Mullins' Eastside	Crawford & Jefferson Dallas, Texas	TR 1707-8 (S)
18. P. F. Reynolds	Dallas, Texas	TR 1708 (S) TR 1712-23 (S)
19. W. E. Drumgold	Lancaster and Oakley Dallas, Texas	TR 1710 (S)
20. E. L. Stewart	Beacon and Linley Dallas, Texas	TR 1700-1 (S)
21. Lee Jolly	Corinth and Harwood Dallas, Texas	TR 1574 (S) TR 1574 (D)
22. J. B. Talley	7726 Garland Dallas, Texas	RX 74 (3)
23. A. B. Bables	4903 Hatcher Dallas, Texas	RX 74 (4)
24. C. R. Burch	4502 Bryan Dallas, Texas	RX 74 (4)
25. H. H. Nabors	4501 E. Side Dallas, Texas (same as #17)	RX 74 (4)

FEDERAL TRADE COMMISSION

DOCKET NO. 64-4-107-1000

56

Respondents, Exhibit 780

SEC. 1000 (1951)

TRANSMISSION REPORT

NAME	ADDRESS	DATE	TIME	REMARKS
1. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-1	TX 1000-1	
2. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-2	TX 1000-2	
3. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-3	TX 1000-3	
4. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-4	TX 1000-4	
5. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-5	TX 1000-5	
6. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-6	TX 1000-6	
7. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-7	TX 1000-7	
8. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-8	TX 1000-8	
9. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-9	TX 1000-9	
10. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-10	TX 1000-10	
11. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-11	TX 1000-11	
12. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-12	TX 1000-12	
13. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-13	TX 1000-13	
14. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-14	TX 1000-14	
15. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-15	TX 1000-15	
16. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-16	TX 1000-16	
17. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-17	TX 1000-17	
18. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-18	TX 1000-18	
19. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-19	TX 1000-19	
20. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-20	TX 1000-20	
21. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-21	TX 1000-21	
22. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-22	TX 1000-22	
23. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-23	TX 1000-23	
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25. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-25	TX 1000-25	
26. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-26	TX 1000-26	
27. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-27	TX 1000-27	
28. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-28	TX 1000-28	
29. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-29	TX 1000-29	
30. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-30	TX 1000-30	
31. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-31	TX 1000-31	
32. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-32	TX 1000-32	
33. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-33	TX 1000-33	
34. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-34	TX 1000-34	
35. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-35	TX 1000-35	
36. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-36	TX 1000-36	
37. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-37	TX 1000-37	
38. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-38	TX 1000-38	
39. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-39	TX 1000-39	
40. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-40	TX 1000-40	
41. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-41	TX 1000-41	
42. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-42	TX 1000-42	
43. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-43	TX 1000-43	
44. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-44	TX 1000-44	
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46. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-46	TX 1000-46	
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49. J. M. H. H. H.	1000 West Texas Dallas, Texas	TX 1000-49	TX 1000-49	
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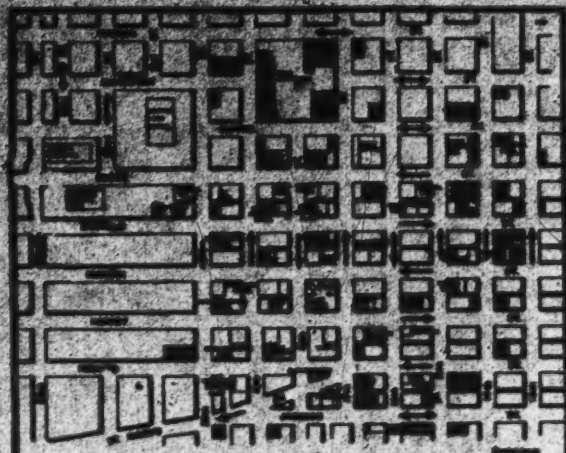
JAX 504

Respondents' Exhibit 702

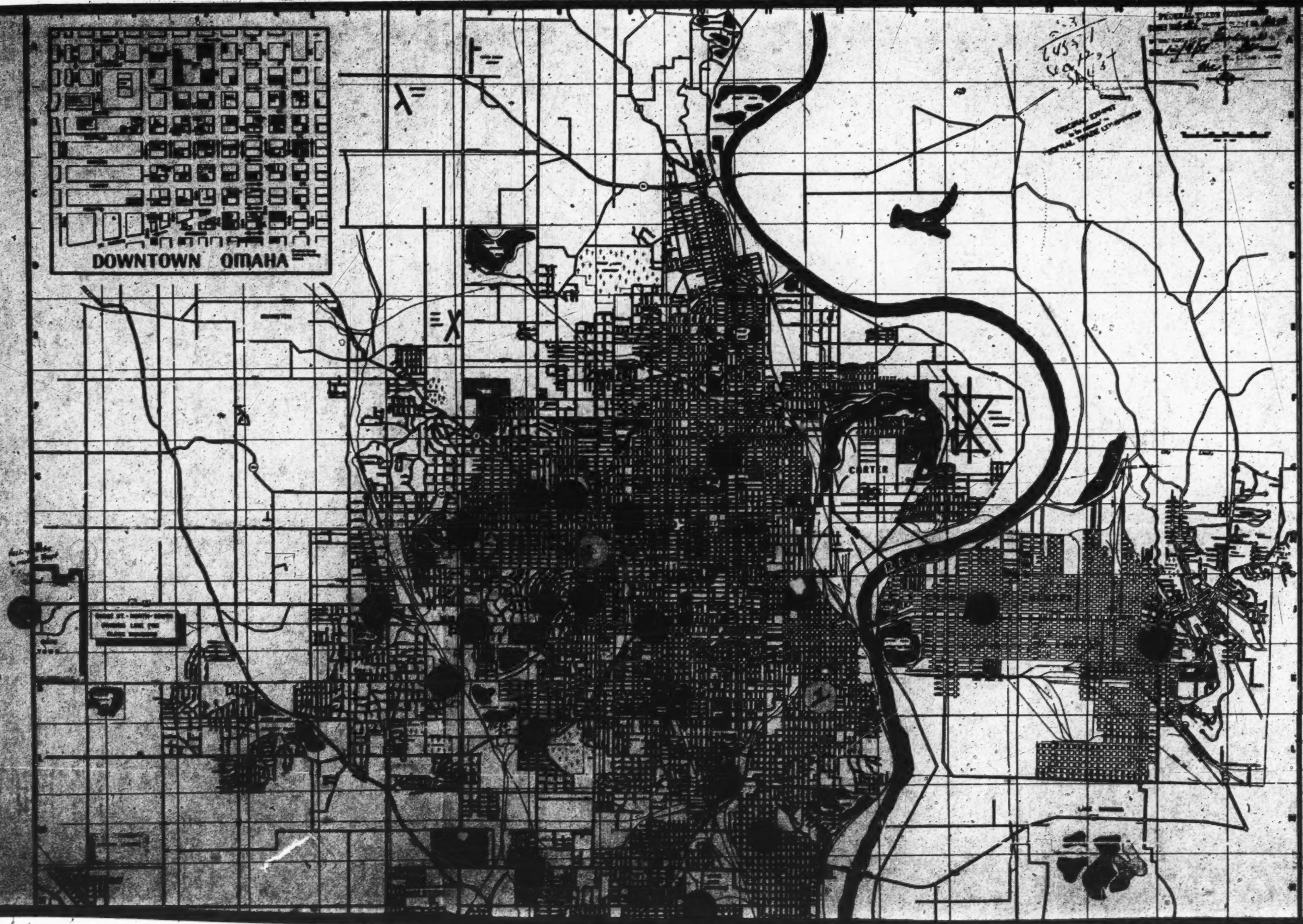
<u>NAME</u>	<u>ADDRESS</u>	<u>TRANSCRIPT REFERENCE</u>
26. W. D. Tacker	4022 Live Oak Dallas, Texas	RX 74 (27)
27. R. L. Place	2501 Canton Dallas, Texas	RX 74 (27)
28. H. C. Fowler	7035 Lake June Dallas, Texas	RX 74 (27)
29. L. P. Jolly	2107 S. Harwood Dallas, Texas (same as #21)	RX 74 (27)
30. R. H. Morseworthy	7003 Military Dallas, Texas	RX 74 (27)
31. R. L. Greer	901 N. Haskell Dallas, Texas	RX 74 (28)
32. Doug Lee	5601 E. Grand Dallas, Texas	RX 74 (28)
33. Carlan & Johnson	1901 Forest Dallas, Texas	RX 74 (28)
34. C. A. Hobbs	6617 Hillcrest Dallas, Texas	RX 74 (28)
35. Sam Hill	1819 S. Beckley Dallas, Texas	RX 74 (28)
36. H. B. Peterman	6302 Denton Drive Dallas, Texas	RX 74 (30)
37. C. T. Braly	717 Singleton Dallas, Texas	RX 74 (34)
38. D. M. Byers	900 E. Jefferson Dallas, Texas	RX 74 (34)
39. J. C. Warwick	2923 W. Davis Dallas, Texas	RX 74 (34)
40. Geo. F. Smith	1636 N. Industrial Dallas, Texas	RX 74 (36)

FEDERAL TRADE COMMISSION  
DOCKET NO. 64-15 EXHIBIT 702





DOWNTOWN OMAHA



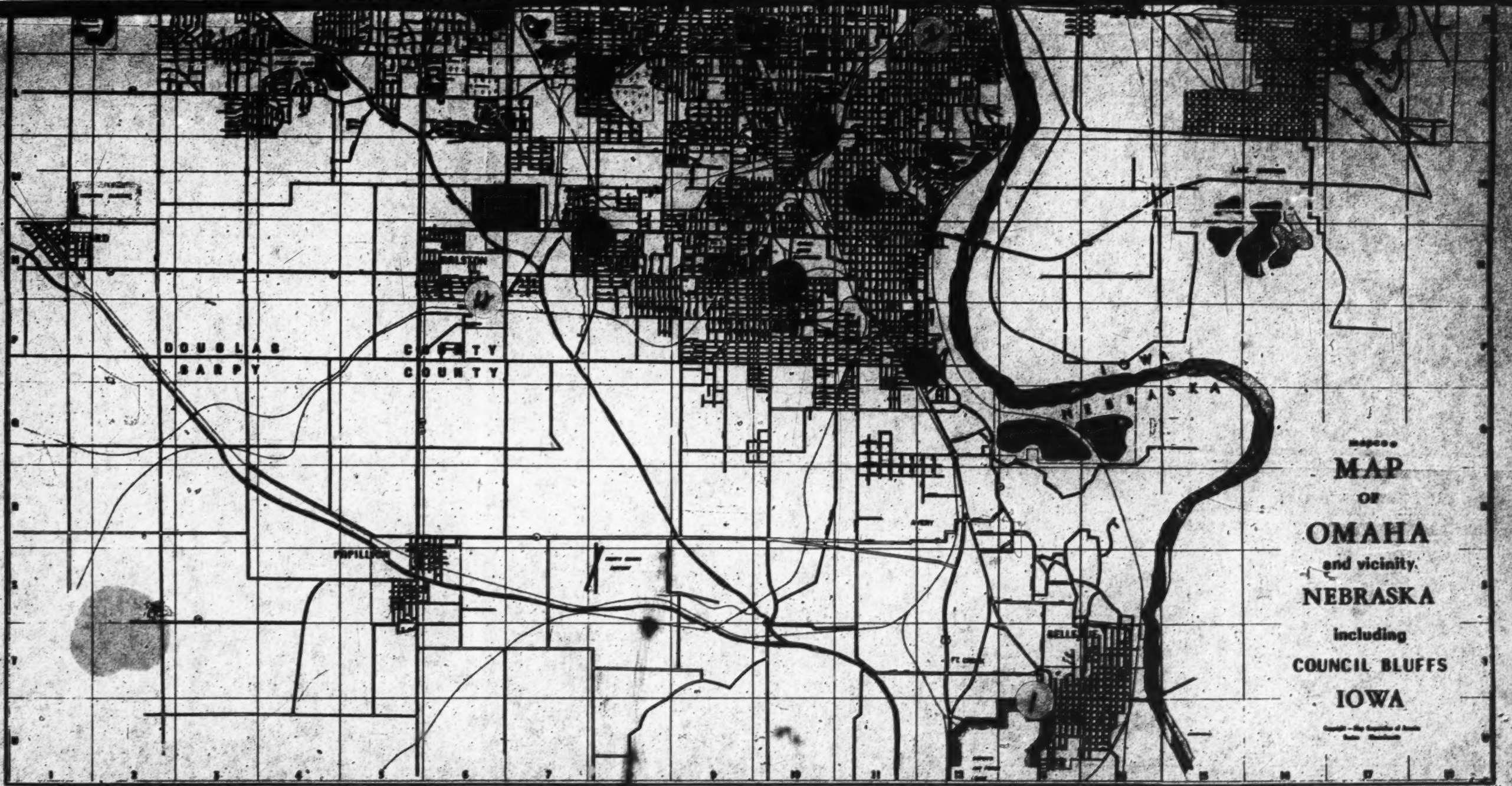
FEDERAL BUREAU OF INVESTIGATION  
U.S. DEPARTMENT OF JUSTICE  
WASHINGTON, D.C.

ORIGINAL COPY  
IN FILE  
SERIAL 100-100000

CARTER

STATE ST. - NORTH-SOUTH  
TRUNK LINE FOR  
STATE HIGHWAYS





1. 1st St. 2. 2nd St. 3. 3rd St. 4. 4th St. 5. 5th St. 6. 6th St. 7. 7th St. 8. 8th St. 9. 9th St. 10. 10th St. 11. 11th St. 12. 12th St. 13. 13th St. 14. 14th St. 15. 15th St. 16. 16th St. 17. 17th St. 18. 18th St. 19. 19th St. 20. 20th St. 21. 21st St. 22. 22nd St. 23. 23rd St. 24. 24th St. 25. 25th St. 26. 26th St. 27. 27th St. 28. 28th St. 29. 29th St. 30. 30th St. 31. 31st St. 32. 32nd St. 33. 33rd St. 34. 34th St. 35. 35th St. 36. 36th St. 37. 37th St. 38. 38th St. 39. 39th St. 40. 40th St. 41. 41st St. 42. 42nd St. 43. 43rd St. 44. 44th St. 45. 45th St. 46. 46th St. 47. 47th St. 48. 48th St. 49. 49th St. 50. 50th St. 51. 51st St. 52. 52nd St. 53. 53rd St. 54. 54th St. 55. 55th St. 56. 56th St. 57. 57th St. 58. 58th St. 59. 59th St. 60. 60th St. 61. 61st St. 62. 62nd St. 63. 63rd St. 64. 64th St. 65. 65th St. 66. 66th St. 67. 67th St. 68. 68th St. 69. 69th St. 70. 70th St. 71. 71st St. 72. 72nd St. 73. 73rd St. 74. 74th St. 75. 75th St. 76. 76th St. 77. 77th St. 78. 78th St. 79. 79th St. 80. 80th St. 81. 81st St. 82. 82nd St. 83. 83rd St. 84. 84th St. 85. 85th St. 86. 86th St. 87. 87th St. 88. 88th St. 89. 89th St. 90. 90th St. 91. 91st St. 92. 92nd St. 93. 93rd St. 94. 94th St. 95. 95th St. 96. 96th St. 97. 97th St. 98. 98th St. 99. 99th St. 100. 100th St.





## Respondents' Exhibit 80B

## OMAHA MILEAGE TABLE

The approximate mileage from Omaha to the major locations of the United States.

LOCATION	MILES	LOCATION	MILES
Akron, Ohio	830	Miami, Fla.	1685
Albany, N. Y.	1285	Milwaukee, Wis.	595
Albuquerque, N. Mex.	885	Mpls.-St. Paul, Minn.	380
Asheville, N. C.	1055	Montreal, Que.	1325
Atlanta, Ga.	1025	Nashville, Tenn.	765
Atlantic City, N. J.	1265	New Haven, Conn.	1010
Augusta, Ga.	1195	New Orleans, La.	1910
Baltimore, Md.	1140	New York, N. Y.	1925
Binghamton, N. Y.	1190	Norfolk, Va.	1320
Birmingham, Ala.	935	North Platte, Neb.	285
Bismarck, N. Dak.	605	Okla. City, Okla.	490
Boise, Idaho	1315	Ottawa, Ont.	1355
Boston, Mass.	1450	Peoria, Ill.	375
Buffalo, N. Y.	995	Philadelphia, Pa.	1215
Butte, Mont.	895	Phoenix, Ariz.	1390
Charlotte, N. C.	1175	Pierre, S. Dak.	405
Chattanooga, Tenn.	905	Pittsburgh, Pa.	920
Cheyenne, Wyo.	500	Portland, Me.	1525
Chicago, Ill.	465	Portland, Oreg.	1795
Cincinnati, Ohio	700	Pueblo, Colo.	615
Cleveland, Ohio	515	Quebec, Que.	1450
Colo. Sprs., Colo.	630	Raleigh, N. C.	1245
Columbia, S. C.	1225	Rapid City, S. Dak.	630
Columbus, Ohio	765	Richmond, Va.	1225
Dallas, Tex.	695	Rochester, N. Y.	1065
Dayton, Iowa	315	St. Louis, Mo.	485
Denver, Colo.	565	Salt Lake City, Utah	990
Des Moines, Iowa	140	San Antonio, Tex.	970
Detroit, Mich.	745	San Diego, Calif.	1775
Dubuque, Iowa	330	San Francisco, Calif.	1745
Duluth, Minn.	535	Santa Barbara, Calif.	1800
El Paso, Tex.	1105	Santa Fe, N. Mex.	970
Erie, Pa.	915	Savannah, Ga.	1030
Evansville, Ind.	635	Seattle, Wash.	1525
Ft. Wayne, Ind.	625	Spokane, Wash.	1530
Frankfort, Ky.	740	Springfield, Ill.	420
Frederickton, N. B.	1820	Springfield, Mo.	385
Grand Rapids, Mich.	660	Syracuse, N. Y.	1150
Harrisburg, Pa.	1125	Tampa, Fla.	1505
Helena, Mont.	1190	Toledo, Ohio	710
Houston, Tex.	925	Topeka, Kans.	170
Indianapolis, Ind.	590	Toronto, Ont.	975
Jackson, Miss.	895	Tulsa, Okla.	410
Jacksonville, Fla.	1350	Vancouver, B. C.	1990
Jefferson City, Mo.	390	Washington, D. C.	1150
Kansas City, Mo.	210	Wichita, Kans.	315
Lansing, Mich.	670	Wilmington, N. C.	1375
Little Rock, Ark.	620	Winnipeg, Man.	670
Los Angeles, Calif.	1705		
Louisville, Ky.	710		
Memphis, Tenn.	680		

FEDERAL TRADE COMMISSION



JAX-597

Respondents' Exhibit 80C

- "M" - Testimony that dealer attended Texaco dealer meeting.
  - "S" - Testimony that complaining witness sold to dealer.
  - "D" - Testimony that dealer displayed non-sponsored TBA.
  - "P" - Testimony that dealer understood The Texas Company TBA policy.
- 

With respect to photographs in evidence "I" indicates page on which respondent's exhibit identified and "A" indicates page on which respondent's exhibit admitted.

ORIGINAL EXHIBIT  
to be returned to  
FEDERAL TRADE COMMISSION

FEDERAL TRADE COMMISSION  
DOCKET NO. 64/135-1  
EXHIBIT 80C



Exhibit 100  
100-100

Testimony that after alleged Texas  
dealer meeting

Testimony that continuing witness said  
to dealer

Testimony that dealer displayed him-sponsored  
TBA

Testimony that dealer represented the Texas  
Company's policy

With respect to physical evidence in evidence 10

Indicates page on which respondent's exhibit identified

and "A" indicates page on which respondent's exhibit

identified

ORIGINAL 100-100  
100-100  
100-100

100-100  
100-100  
100-100



JAX 508  
Respondents' Exhibit 80D

OMAHA  
"A" (YELLOW DOTS)

	<u>NAME</u>	<u>ADDRESS</u>
1.	*Wilmer Cressman	Bellevue, Nebraska
2.	**Stan's Texaco	13th & Williams Omaha, Nebraska
3.	***Wager Texaco	1540 North Saddle Creek Omaha, Nebraska
4.	Beaver Texaco	Ralston, Nebraska

\*Also sold other than Firestone and Goodrich TBA (TR 1408).

\*\*Also sold other than Firestone and Goodrich TBA (TR 1195-6-1204).

\*\*\*Also sold other than Firestone and Goodrich TBA (TR 1343-44).

"B" (RED DOTS)

	<u>NAME</u>	<u>ADDRESS</u>	<u>TRANSCRIPT REFERENCE</u>
5.	Cecil Baird	2934 West Broadway Council Bluffs	TR 2473 (P) TR 2473-74-77 (D)
6.	Tony Bonacci	16th & Webster Omaha, Nebraska	TR 2382-3-11 (P) TR 2506-7-10 (D)
7.	Ernest A. Kohler	45th and Lake Omaha, Nebraska	TR 1514-15 (S)
8.	Ray and Dick Swanson	30th & Pratt Omaha, Nebraska	TR 1512-13 (S)
	G. A. Acamo	30th & Deer Park Omaha, Nebraska	TR 1237-38 (S)
10.	R & R Linton & Riggs	33rd & Q Omaha, Nebraska	TR 1238-53 (S) TR 1409 (S)

FEDERAL TRADE COMMISSION  
DOCKET NO. 64/RS - 10000-101-80D

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*Journal of Management Education* 30(6)

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(BOA) HT) ANT 12-1800 \* Das phänomen der geistigen Arbeit

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(2) HC-Vest 81

(2) FR-3551 83

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Respondents' Exhibit 80E

NAME	ADDRESS	TRANSCRIPT REFERENCE
11. Thomas L. Houlton	41st & Dodge Omaha, Nebraska	TR 1325 (S)
12. Leon Pearson	54th & Military Omaha, Nebraska	TR 1324-25 (S) TR 1400 (S)
13. H. F. Smiley	50th & Underwood Omaha, Nebraska	TR 1342-48 (S) TR 2412 (P)* TR 2414-16-17-2444 (D)
14. Darrel L. Whitney	70th & Dodge Omaha, Nebraska	TR 1326-1345 (S) TR 1402 (S)
15. Charles Cox	13th and Harrison Omaha, Nebraska	TR 1358-1372 (S) TR 1373 (S)
16. Fred Tex	60th and L Omaha, Nebraska	TR 1371 (S)
17. Clarence F. Carroll (Formerly R+H)	60th and Center Omaha, Nebraska	TR 1197 (S)
18. Peter R. Dall	75th and Pacific Omaha, Nebraska	TR 1197-1207-8 (S)
19. Edward P. Schulte	61st & Military Omaha, Nebraska	TR 1380-90 (S)
20. Ted Carroll	Valley, Nebraska	TR 1396-7 (S)
21. Eckberg & Bobbatt	86th & Dodge Omaha, Nebraska	TR 1398-94 (S)
22. Jansen Bros.	72nd & Blondo Omaha, Nebraska	TR 1399-1400 (S)
23. Harley J. Fischer	24th and G Omaha, Nebraska	TR 1410, 1448 (S)
24. John L. Crookham	Main & Pearl Council Bluffs, Iowa	TR 1425 (S)
25. Ed Goldap	60th & Center Omaha, Nebraska (same as #17)	TR 1431 (S)

\*Identified FORM LETTER "F" at TR 2411-12.

R. C. E

645-80-E



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Sec 15

Sec 5



# CHICAGO

and vicinity

ROAD MAP

JAN 1900  
Respondents Exhibit 518

CHICAGO  
ROAD MAP





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ROAD

THE UNITED STATES DEPARTMENT OF THE ARMY  
ENGINEERING DIVISION  
WASHINGTON, D. C.  
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JAX 600

Respondents' Exhibit 81A

**CHICAGO**  
and vicinity

ROAD MAP

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Step 5





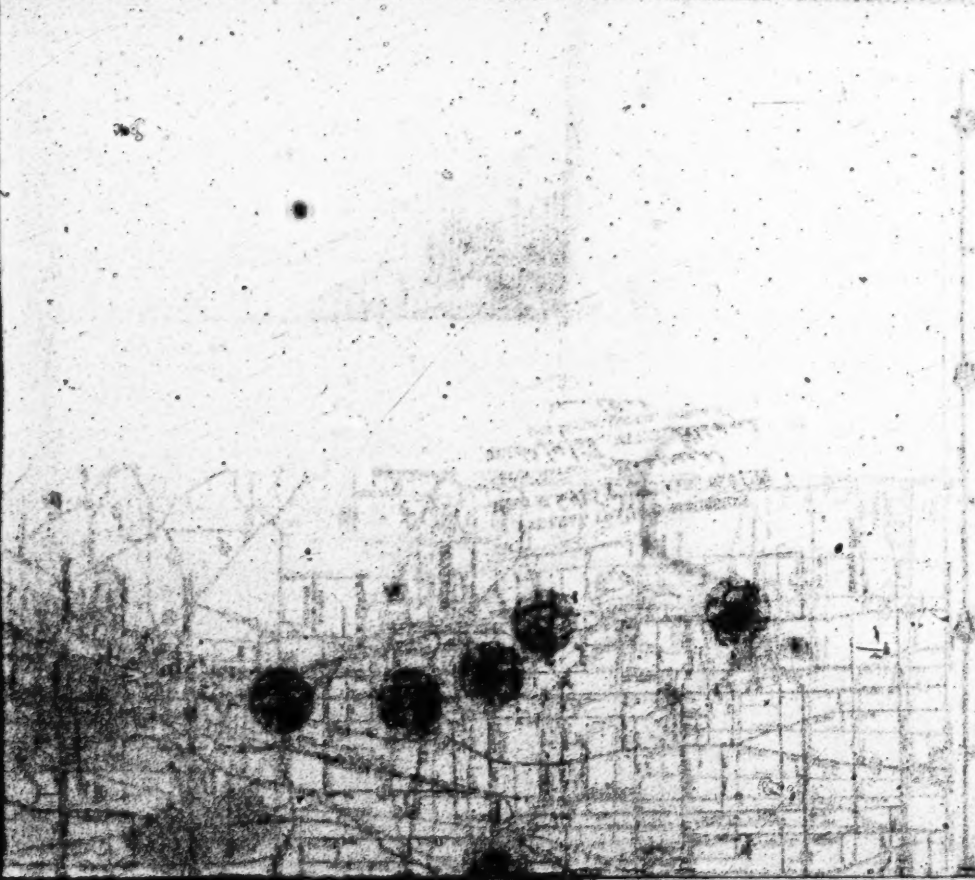
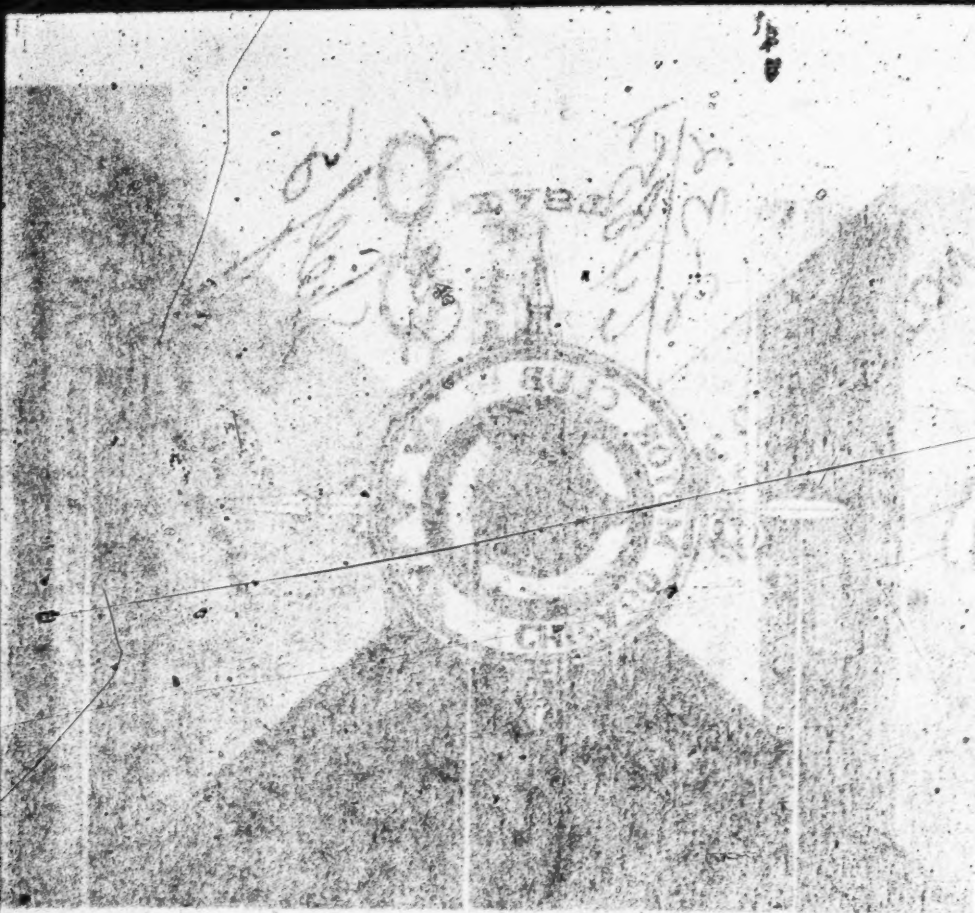
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JAX 601  
Respondents' Exhibit 81B

ORIGINAL EXHIBIT  
to be returned to  
FEDERAL TRADE COMMISSION

CHICAGO DIVISION

"M" - Testimony that dealer attended Texaco  
dealer meeting.

"S" - Testimony that complaining witness sold  
to dealer.

"D" - Testimony that dealer displayed non-  
sponsored TBA.

"P" - Testimony that dealer understood The Texas  
Company TBA policy.

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With respect to photographs in evidence "I"  
indicates page on which respondent's exhibit identified and  
"A" indicates page on which respondent's exhibit admitted.

ORIGINAL  
to be returned  
ATTORNEY GENERAL

Testimony that dealer attended Texas

dealer meeting

Testimony that complaining witness held

in dealer

Testimony that dealer displayed non

registered TRA

Testimony that dealer understood the Texas

Company TRA

With respect to photographs in evidence "1"

Indicates page on which respondent's exhibit identified and

"A" indicates page on which respondent's exhibit admitted.



JAX 002  
 Respondents' Exhibit 81C

CHICAGO DIVISION

"A" (YELLOW DOTS)

<u>NAME</u>	<u>ADDRESS</u>
1. Edward H. Ruszkowski	6930 West Cermak Berwyn, Illinois
2. *Charles D. Curletti	87th & Loomis Chicago, Illinois
3. Albert Feller	2834 Irving Park Chicago, Illinois
4. Andrew Gumbar	5550 North Ashland Chicago, Illinois
5. Bernard Kolon	7001 South Western Chicago, Illinois
6. McWhinney	70th & Western Chicago, Illinois
7. Peterson Service Station	1723 Irving Park Chicago, Illinois
8. Lou Peting	9500 Yates Chicago, Illinois
9. Bob Sterns Service Station	92 Green Bay Road Winnetka, Illinois

\*Also sold other than Firestone and Goodrich TBA (TR 766).

FEDERAL TRADE COMMISSION

DOCKET NO. 645-1017 EXHIBIT 81C 51-2

CHICAGO DIVISION

(A-1) (1/1/50)

NAME	ADDRESS
1. Edward H. Stuenkel	6330 West Cermak Berwyn, Illinois
2. Nicholas H. Gifford	3728 S. Loomis Chicago, Illinois
3. Robert Taylor	3814 Irving Park Chicago, Illinois
4. Lester Cooper	1720 North Ashland Chicago, Illinois
5. Edward Polch	7001 South Western Chicago, Illinois
6. Newman	3028 S. Western Chicago, Illinois
7. Robert Service Station	1721 Irving Park Chicago, Illinois
8. Lou Patton	2900 Yates Chicago, Illinois
9. Lou Service Station	32 Green Bay Road Winnetka, Illinois

also sold other than persons and located TBA (78 756)

JAX 403  
Respondents' Exhibit 24B

"B" (RED DOTS)

NAME	ADDRESS	TRANSCRIPT REFERENCE
10. Norman L. Jacobson	119th & Western Blue Island, Illinois	TR 2572-3-4-P TR 2572-3-1-2-3-6-0 TR 2572-3-1-2-3-6-0 (A)
11. Joseph Novak, Jr.	76th & Morgan Chicago, Illinois	TR 2572-3-1-2-3-6-0 TR 2572-3-1-2-3-6-0 (A)
12. John Nemes	8900 South Racine Chicago, Illinois	TR 2780-2 TR 2780-2 (A)
13. John Nemes	8956 South Ashland Chicago, Illinois	TR 2780-2 TR 2780-2 (A)
14. Vince Allen	Pennsylvania & Glenwood Olen Ellyn, Illinois	TR 716-17-215 (S) TR 2618(P) 2625 (M) TR 2620-22 (D) TR 2620-22 (A)
15. Arthur Hull	Damen & Rogers Chicago, Illinois	TR 716-19 (D)
16. Richard Busse	592 Northwest Hwy. DesPlains, Illinois	TR 613-14 (S)
17. Herb Falthouse	16th & Lombard Chicago, Illinois	TR 682 (D)
18. Cole Brothers	2205 So. Mannheim Rd. Westchester, Illinois	TR 678-79 (S)
19. Garfield Texaco	1536 West Garfield Chicago, Illinois	TR 686 (S)
20. Edward Hanger	Wolf & Butterfield Midvale, Illinois	TR 671-5 TR 678-288 (S)
21. Edward Malinowski & Stanley Sunk (Eddie & Stan)	400 West Madison St. Oak Park, Illinois	TR 671-5 (S) TR 2636-40-41 (D) TR 2636-40-41 (A)
22. Dan Pepich	Cann & Naperville Rd. Westmont, Illinois	TR 676 (S)
23. Pete's Texaco	Butterfield & Rte. 63 Elmhurst, Illinois	TR 675 (S)
24. John Sagen	1801 South Fifth Ave. Maywood, Illinois	TR 676 (S)
25. Howard Mecher	Elston & Lawrence Chicago, Illinois	TR 932 (S)

COMMISSION  
SECRET NO. 985 EXHIBIT NO. 112

12-51-2

(2009-2010) 2009

## 25280

1000 South Main  
 Chicago, Illinois  
 John A. Warner  
 Chicago, Illinois  
 Blue Island, Illinois  
 John A. Warner

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

1941, 1942, 1943, 1944, 1945, 1946, 1947, 1948, 1949, 1950, 1951, 1952, 1953, 1954, 1955, 1956, 1957, 1958, 1959, 1960, 1961, 1962, 1963, 1964, 1965, 1966, 1967, 1968, 1969, 1970, 1971, 1972, 1973, 1974, 1975, 1976, 1977, 1978, 1979, 1980, 1981, 1982, 1983, 1984, 1985, 1986, 1987, 1988, 1989, 1990, 1991, 1992, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 26

along the coast

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1938 West Virginia  
1938 West Virginia

10/10/1944

ALL INFORMATION CONTAINED  
HEREIN IS UNCLASSIFIED

100

Weymouth, Illinois  
Care of Naperville 34

8. 2016-2017  
2016-2017

1501 South Allen Ave  
Maywood, Illinois

SECRET

18 de Maio de 1961

Q. 12. A



**JAN 20**  
**Respondents' Exhibit 31E**

<u>NAME</u>	<u>ADDRESS</u>	<u>TRANSCRIPT REFERENCE</u>
26. Harold Gervais & Bernard Meekstra (Harney & Marolds's)	103rd & Rhodes Chicago, Illinois	TR 777 (S)
27. John Hanson	79th & Paxton Chicago, Illinois	(TR 757-8 TR 802 (S)
28. Emil Bierszychudek	120th & Halsted Chicago, Illinois	TR 758-9 (S)
29. Gerald Carlton	95th & Bell Chicago, Illinois	TR 759-60 (S)
30. Joseph Debulski	103rd & Michigan Chicago, Illinois	TR 768-9 (S)
31. Benjamin Douglas	29th & South Parkway Chicago, Illinois	TR 769-70 (S)
32. Charles Goff	71st & Indiana Chicago, Illinois	TR 772 (S) ✓
33. Leon Sider	67th & Jeffrey Chicago, Illinois	TR 773-4 (S)
34. William Jamison	75th & Indiana Chicago, Illinois	TR 778 (S)
35. George M. Messinger	98th & Kedzie Chicago, Illinois	TR 780 (S)
36. Harold Peuts	63rd & Honore Chicago, Illinois	TR 794 (S)
37. Thomas Stonier	99th & Cicero Chicago, Illinois	TR 896 (S)
38. Asbury-Oakton Texaco	446 Asbury Evanston, Illinois	Ex. 148 Z (1)
39. Orville Baumann	4000 Dempster Skokie, Illinois	Ex. 148 L
40. Herb Bolte	925 Noyes Street Evanston, Illinois	Ex. 148 T TR 2649 (P)-2651 (10)
41. William Cargill	Milwaukee Avenue & Duane Road Wheeling, Illinois	Ex. 148 Y
42. Michael Gorum	9555 Crawford Skokie, Illinois	Ex. 148 N

RECEIVED  
JAN 21 1965

41-E

131-E



1. *U. pinnatifida* (L.) (Fig. 1)

SECRET

John A. Taylor  
Chicago, Illinois

SECRET

10-11-68

*[Faint, illegible handwritten notes]*

1940-1941, Illinois

1970-1971, 1972-1973, 1974-1975, 1976-1977, 1978-1979, 1980-1981, 1982-1983, 1984-1985, 1986-1987, 1988-1989, 1990-1991, 1992-1993, 1994-1995, 1996-1997, 1998-1999, 2000-2001, 2002-2003, 2004-2005, 2006-2007, 2008-2009, 2010-2011, 2012-2013, 2014-2015, 2016-2017, 2018-2019, 2020-2021, 2022-2023, 2024-2025, 2026-2027, 2028-2029, 2030-2031, 2032-2033, 2034-2035, 2036-2037, 2038-2039, 2040-2041, 2042-2043, 2044-2045, 2046-2047, 2048-2049, 2050-2051, 2052-2053, 2054-2055, 2056-2057, 2058-2059, 2060-2061, 2062-2063, 2064-2065, 2066-2067, 2068-2069, 2070-2071, 2072-2073, 2074-2075, 2076-2077, 2078-2079, 2080-2081, 2082-2083, 2084-2085, 2086-2087, 2088-2089, 2090-2091, 2092-2093, 2094-2095, 2096-2097, 2098-2099, 2100-2101, 2102-2103, 2104-2105, 2106-2107, 2108-2109, 2110-2111, 2112-2113, 2114-2115, 2116-2117, 2118-2119, 2120-2121, 2122-2123, 2124-2125, 2126-2127, 2128-2129, 2130-2131, 2132-2133, 2134-2135, 2136-2137, 2138-2139, 2140-2141, 2142-2143, 2144-2145, 2146-2147, 2148-2149, 2150-2151, 2152-2153, 2154-2155, 2156-2157, 2158-2159, 2160-2161, 2162-2163, 2164-2165, 2166-2167, 2168-2169, 2170-2171, 2172-2173, 2174-2175, 2176-2177, 2178-2179, 2180-2181, 2182-2183, 2184-2185, 2186-2187, 2188-2189, 2190-2191, 2192-2193, 2194-2195, 2196-2197, 2198-2199, 2200-2201, 2202-2203, 2204-2205, 2206-2207, 2208-2209, 2210-2211, 2212-2213, 2214-2215, 2216-2217, 2218-2219, 2220-2221, 2222-2223, 2224-2225, 2226-2227, 2228-2229, 2230-2231, 2232-2233, 2234-2235, 2236-2237, 2238-2239, 2240-2241, 2242-2243, 2244-2245, 2246-2247, 2248-2249, 2250-2251, 2252-2253, 2254-2255, 2256-2257, 2258-2259, 2260-2261, 2262-2263, 2264-2265, 2266-2267, 2268-2269, 2270-2271, 2272-2273, 2274-2275, 2276-2277, 2278-2279, 2280-2281, 2282-2283, 2284-2285, 2286-2287, 2288-2289, 2290-2291, 2292-2293, 2294-2295, 2296-2297, 2298-2299, 2300-2301, 2302-2303, 2304-2305, 2306-2307, 2308-2309, 2310-2311, 2312-2313, 2314-2315, 2316-2317, 2318-2319, 2320-2321, 2322-2323, 2324-2325, 2326-2327, 2328-2329, 2330-2331, 2332-2333, 2334-2335, 2336-2337, 2338-2339, 2340-2341, 2342-2343, 2344-2345, 2346-2347, 2348-2349, 2350-2351, 2352-2353, 2354-2355, 2356-2357, 2358-2359, 2360-2361, 2362-2363, 2364-2365, 2366-2367, 2368-2369, 2370-2371, 2372-2373, 2374-2375, 2376-2377, 2378-2379, 2380-2381, 2382-2383, 2384-2385, 2386-2387, 2388-2389, 2390-2391, 2392-2393, 2394-2395, 2396-2397, 2398-2399, 2400-2401, 2402-2403, 2404-2405, 2406-2407, 2408-2409, 2410-2411, 2412-2413, 2414-2415, 2416-2417, 2418-2419, 2420-2421, 2422-2423, 2424-2425, 2426-2427, 2428-2429, 2430-2431, 2432-2433, 2434-2435, 2436-2437, 2438-2439, 2440-2441, 2442-2443, 2444-2445, 2446-2447, 2448-2449, 2450-2451, 2452-2453, 2454-2455, 2456-2457, 2458-2459, 2460-2461, 2462-2463, 2464-2465, 2466-2467, 2468-2469, 2470-2471, 2472-2473, 2474-2475, 2476-2477, 2478-2479, 2480-2481, 2482-2483, 2484-2485, 2486-2487, 2488-2489, 2490-2491, 2492-2493, 2494-2495, 2496-2497, 2498-2499, 2500-2501, 2502-2503, 2504-2505, 2506-2507, 2508-2509, 2510-2511, 2512-2513, 2514-2515, 2516-2517, 2518-2519, 2520-2521, 2522-2523, 2524-2525, 2526-2527, 2528-2529, 2530-2531, 2532-2533, 2534-2535, 2536-2537, 2538-2539, 2540-2541, 2542-2543, 2544-2545, 2546-2547, 2548-2549, 2550-2551, 2552-2553, 2554-2555, 2556-2557, 2558-2559, 2560-2561, 2562-2563, 2564-2565, 2566-2567, 2568-2569, 2570-2571, 2572-2573, 2574-2575, 2576-2577, 2578-2579, 2580-2581, 2582-2583, 2584-2585, 2586-2587, 2588-2589, 2590-2591, 2592-2593, 2594-2595, 2596-2597, 2598-2599, 2600-2601, 2602-2603, 2604-2605, 2606-2607, 2608-2609, 2610-2611, 2612-2613, 2614-2615, 2616-2617, 2618-2619, 2620-2621, 2622-2623, 2624-2625, 2626-2627, 2628-2629, 2630-2631, 2632-2633, 2634-2635, 2636-2637, 2638-2639, 2640-2641, 2642-2643, 2644-2645, 2646-2647, 2648-2649, 2650-2651, 2652-2653, 2654-2655, 2656-2657, 2658-2659, 2660-2661, 2662-2663, 2664-2665, 2666-2667, 2668-2669, 2670-2671, 2672-2673, 2674-2675, 2676-2677, 2678-2679, 2680-2681, 2682-2683, 2684-2685, 2686-2687, 2688-2689, 2690-2691, 2692-2693, 2694-2695, 2696-2697, 2698-2699, 2700-2701, 2702-2703, 2704-2705, 2706-2707, 2708-2709, 2710-2711, 2712-2713, 27

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*Journal of Management Education*

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10/1/1971

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Wheeling, Illinois  
Gardner Road  
Kilwaukee Avenue

SECRET, 11/11/61

JAX 006

Respondents' Exhibit 81F

NAME	ADDRESS	TRANSCRIPT REFERENCE
43. Frank G. Nabjan (Midge's Texaco)	690 Waukegan Road Deerfield, Illinois	Ex. 148 X
44. Sid Kick	500 North Milwaukee Libertyville, Illinois	Ex. 148 B
45. James Mault (Jim's Texaco Service)	Grand & Route 63 Gurnee, Illinois	Ex. 148 D
46. John Kircher	6001 Dempster Avenue, Morton Grove, Illinois	Ex. 148 Q
47. William Luby	803 Greenbay Road Wilmette, Illinois	Ex. 148 B
48. Patrick Dell Gracie	3003 Central Street Evanston, Illinois	Ex. 148 P TR 2819-20-30 (P) TR 2822-23-25 (D) TR 2831-32 (M)
49. Joseph Renick	Lewis & Belvidere Waukegan, Illinois	Ex. 148 G
50. Ross Rittenhouse	29th & Sheridan Zion, Illinois	Ex. 148 C TR 2601-2 (P) TR 2604-5 (D) TR 2623 (M)
51. Gilbert Sage	Greenwood Ave. & Sheridan Road Waukegan, Illinois	Ex. 148 H
52. John Shannon	307 South Milwaukee Libertyville, Illinois	Ex. 148 R
53. Bill Starovich	1240 Waukegan Road Glenview, Illinois	Ex. 148 M
54. Steve's Texaco	Buckley, Morrow & Green Bay Road Shields Township (North Chicago)	Ex. 148 F
55. William Zimmer	Grand & Ash Streets Waukegan, Illinois	Ex. 148 E
56. M & N Texaco William V. McCracken	304 East Central Villa Park, Illinois	(TR 880 (I) (TR 2334 (A) (EX 11 TR 2334 (I); TR 2334 (A))
57. Herb Felthouse	16th & Lombard Cicero, Illinois	(TR 2758 (A) (EX 46A-C
58. Philip Lowe	32nd & Michigan Chicago, Illinois	(TR 2761 (A) (EX 47A-B

645-1-11-F

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SECRET

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ALL INFORMATION CONTAINED  
HEREIN IS UNCLASSIFIED

SECRET

10/12/1964

4-10-1945 to 10-10-1945

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1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

1945 September 20  
Alameda, California

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SECRET

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2000-2001

1944-1945

JAX QMG

Respondents' Exhibit 81G

Respondents' Exhibit 81G

<u>NAME</u>	<u>ADDRESS</u>	<u>TRANSCRIPT REFERENCE</u>
59. Schon's Texaco	79th & Yates Chicago, Illinois	(TR 2764 (A) (EX 40A-C
60. Bruno's Texaco	Cernak & Clinton (same as #1)	(TR 2766 (A) (EX 41A-D
61. Neubauer's Texaco	87th & Loomis (same as #2)	(TR 2768 (A) (EX 50

1977-1978

(A) 1977-1978  
1977-1978  
(A) 1977-1978  
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JAX 607  
Respondents' Exhibit 82

**COMPARATIVE DATA "Q" AND "D" TBA ACCOUNTS  
1952 VS. 1951**

Data	"Q" Accounts			"D" Accounts		
	1952	1951	Change	1952	1951	Change
Number of Accounts	11,858	14,116	19.04%	17,708	16,141	(8.89%)
% Accounts to Total	40.11%	46.69%	6.54%	59.89%	53.39%	(6.54%)
Total Gasoline Volume	100.00%	131.82%	31.82%	100.00%	97.66%	(2.34%)
% Gasoline to Total	64.08%	70.66%	6.58%	35.92%	29.34%	(6.58%)
Sponsored TBA to Total	70.75%	79.60%	8.85%	29.25%	20.40%	(8.85%)

Source Data: CX-119 for number of dealers.

CX-211 for gasoline volume.

CX-213 for TBA purchases.

FEDERAL TRADE COMMISSION  
EX-105-6475-124  
12/4/58  
Hendrick  
Blum  
Chief Counsel

JAN 20  
RECEIVED EXHIBIT 22

EXHIBIT 22 - JAN 20  
RECEIVED EXHIBIT 22

DATE	DESCRIPTION	AMOUNT	CHECK NO.	DATE	DESCRIPTION	AMOUNT	CHECK NO.
12-15-52	Number of Accounts	12,118	12,118	12-15-52	Number of Accounts	12,118	12,118
12-15-52	Accounts of Total	12,118	12,118	12-15-52	Accounts of Total	12,118	12,118
12-15-52	Total Number of Accounts	12,118	12,118	12-15-52	Total Number of Accounts	12,118	12,118
12-15-52	Accounts of Total	12,118	12,118	12-15-52	Accounts of Total	12,118	12,118
12-15-52	Accounts of Total	12,118	12,118	12-15-52	Accounts of Total	12,118	12,118
12-15-52	Accounts of Total	12,118	12,118	12-15-52	Accounts of Total	12,118	12,118

EXHIBIT 22 - JAN 20 for number of dollars.

EXHIBIT 22 - JAN 20 for number of dollars.

EXHIBIT 22 - JAN 20 for number of dollars.

12/15/52  
12/15/52  
12/15/52  
12/15/52

JAX 400  
**Respondents' Exhibit 83**

**B.F. Goodrich Tire Company**

A Division of The B.F. Goodrich Company

Akron, Ohio

December 2, 1938

FEDERAL TRADE COMMISSION

RECEIVED 6/15/57  
 IN THE  
 Docket 9/4/57  
 ACE 1-1-57  
 By: *Alm*

**ANALYSIS OF  
 TIRE AND TUBE SALES  
 THE TEXAS COMPANY AND THE CONTINENTAL OIL COMPANY  
 YEARS 1934, 1935, 1936, 1937**

Oil company distributor and service station accounts are carried on The B.F. Goodrich Company Factory books, Zone books, B.F. Goodrich Store books and independent B.F. Goodrich dealer books. Summaries of accounts carried by B.F. Goodrich Store and independent B.F. Goodrich dealers and sent to Akron show the total tire and tube business without detail as to type, i.e., passenger or non-passenger. On the other hand, copies of the individual invoices to distributors and service stations carried on B.F. Goodrich Factory and Zone books are sent to Akron Sales Accounting Department. These invoices are keypunched as to customer number and class of merchandise and the figures below represent an analysis of this business:

	Total Tire and Tube Sales Through All BFG Outlets	Tire & Tube Sales Recorded On Zone & Factory Books	Size of Sample	Passenger Tires Incl. in Sample	Passenger Tires in Sample
<b>Texas Company</b>					
Year 1934	\$11,535,527	\$7,696,831	67%	\$5,545,235	72%
1935	13,972,793	8,733,912	63	6,309,018	72
1936	14,383,409	8,333,831	58	6,002,576	72
1937	14,467,510	7,083,219	49	5,137,473	73
<b>Continental Oil Company</b>					
Year 1934	\$5,328,882	\$4,142,823	78%	\$2,953,596	71%
1935	6,413,832	5,144,167	80	3,584,729	70
1936	5,911,274	4,675,167	79	3,263,552	70
1937	5,613,348	4,409,586	79	3,177,326	72

**T. H. Blasey  
 Chief Accountant**

9115

JAX 008

Exhibit 23

B. R. Goodrich The Company

SECURITIES COMMISSION

Alton, Ohio

December 3, 1938

ANALYSIS OF

THE FINANCIAL STATEMENTS

OF THE COMPANY AND ITS SUBSIDIARIES

FOR THE YEAR ENDING 1937

All company distribution and service station accounts are carried on the B. R. Goodrich Company ledger books. These books, B. R. Goodrich ledger books and independent B. R. Goodrich ledger books, summaries of accounts carried by B. R. Goodrich ledger and independent B. R. Goodrich ledger are all sent to Alton upon the total list and true business without detail as to year, line, percentage or responsibility. On the other hand, copies of the independent summaries to distributors and service stations carried on B. R. Goodrich ledger and these books are sent to Alton from independent ledger. These books are prepared by the company under and filed of responsibility and the ledger books represent an analysis of each business.

Year	Total Sales	Total Assets	Total Liabilities	Total Equity
1937	14,467,810	7,083,219	6,303,321	7,764,489
1936	14,467,810	6,303,321	5,703,712	6,764,098
1935	13,671,793	5,703,712	5,003,219	6,668,574
1934	12,720,127	5,003,219	4,403,219	6,316,908

1938

Continued All Company

Year	Total Sales	Total Assets	Total Liabilities	Total Equity
1937	14,467,810	7,083,219	6,303,321	7,764,489
1936	14,467,810	6,303,321	5,703,712	6,764,098
1935	13,671,793	5,703,712	5,003,219	6,668,574
1934	12,720,127	5,003,219	4,403,219	6,316,908

T. M. Slavin  
Chief Accountant

9115

PRINTED IN U.S.A.



Table 1

**SALES OF TBA UNDER COMMISSION PLAN TO TEXACO STATIONS AND DISTRIBUTORS**  
**ACTUAL AND ADJUSTED FOR PRICE CHANGES**

	Total TBA		FROM TBA TRADE COMMISSION	
	Current Dollars	1948 Dollars	Current Dollars	1948 Dollars
	(1)	(2)	(3)	(4)
<b>B. F. Goodrich</b>				
1948	8,738	8,738		
1949	8,408	8,577		
1950	11,921	10,800		
1951	11,408	9,040		
1952	12,748	10,338		
1953	12,925	11,817		
1954	14,823	12,098		
1955	17,934	12,817		
<b>% Increase</b>				
1955 over 1948	105.3	84.7		
<b>Firestone</b>				
1948	25,452	25,452		
1949	19,796	20,342		
1950	30,185	23,941		
1951	25,604	20,488		
1952	25,860	24,128		
1953	31,000	29,860		
1954	30,744	24,874		
1955	38,303	26,346		
<b>% Increase</b>				
1955 over 1948	50.7	3.8		
<b>Combined</b>				
1948	34,187	34,187		
1949	28,198	28,819		
1950	40,104	28,901		
1951	37,000	28,647		
1952	48,336	34,480		
1953	44,925	37,177		
1954	45,567	36,970		
1955	53,498	38,663		
<b>% Increase</b>				
1955 over 1948	55.8	10.8		

Column 1 - TBA sales for 1948-1955 shown in Exhibits CH14 and CH15.  
 For prior years, Goodrich data from CH13 and Firestone data from  
 CH12 in Docket Number 6467.

Column 2 - First step in deflating total TBA involved breaking down  
 total current dollar TBA into the following categories: tires and  
 tubes, batteries, all other accessories. These three categories were  
 then deflated by appropriate components (see Table 11 for explanation  
 of deflation techniques and data) of the Bureau of Labor Statistics  
 Wholesale Price Index. Actual data for tires and tubes available for  
 entire period. Actual data for batteries and for other accessories  
 not available prior to 1955. Sales of batteries for years 1948-1954  
 were estimated by assuming the average of 1955-1956 ratio of batteries  
 to total TBA applied to earlier years. For period 1948-1954 other  
 accessories is the residual obtained by deducting tires and tubes and  
 batteries from total TBA. Column 3, then, represents the sum of the  
 deflated data for (1) tires and tubes, (2) batteries, and (3) other  
 accessories.



Kolder's

DECLASSIFIED BY 6032 JAH/STW ON 08-28-2014

1000 12 000

品名	规格	单位	数量	单价	金额
大米	100%	kg	1000	1.20	1200.00
小麦	100%	kg	500	1.50	750.00
玉米	100%	kg	800	1.10	880.00
大豆	100%	kg	300	2.00	600.00
花生	100%	kg	200	2.50	500.00
油菜籽	100%	kg	150	3.00	450.00
芝麻	100%	kg	100	3.50	350.00
棉花	100%	kg	100	4.00	400.00
羊毛	100%	kg	50	5.00	250.00
皮革	100%	kg	20	6.00	120.00
木材	100%	kg	10	7.00	70.00
金属	100%	kg	5	8.00	40.00
塑料	100%	kg	3	9.00	27.00
橡胶	100%	kg	2	10.00	20.00
玻璃	100%	kg	1	11.00	11.00
陶瓷	100%	kg	1	12.00	12.00
纸张	100%	kg	1	13.00	13.00
油墨	100%	kg	1	14.00	14.00
颜料	100%	kg	1	15.00	15.00
染料	100%	kg	1	16.00	16.00
助剂	100%	kg	1	17.00	17.00
添加剂	100%	kg	1	18.00	18.00
稳定剂	100%	kg	1	19.00	19.00
阻燃剂	100%	kg	1	20.00	20.00
增塑剂	100%	kg	1	21.00	21.00
润滑剂	100%	kg	1	22.00	22.00
防腐剂	100%	kg	1	23.00	23.00
抗氧化剂	100%	kg	1	24.00	24.00
紫外线吸收剂	100%	kg	1	25.00	25.00
热稳定剂	100%	kg	1	26.00	26.00
光稳定剂	100%	kg	1	27.00	27.00
耐候剂	100%	kg	1	28.00	28.00
相容剂	100%	kg	1	29.00	29.00
偶联剂	100%	kg	1	30.00	30.00
填充剂	100%	kg	1	31.00	31.00
增强剂	100%	kg	1	32.00	32.00
增韧剂	100%	kg	1	33.00	33.00
增粘剂	100%	kg	1	34.00	34.00
增稠剂	100%	kg	1	35.00	35.00
增白剂	100%	kg	1	36.00	36.00
增色剂	100%	kg	1	37.00	37.00
增味剂	100%	kg	1	38.00	38.00
增甜剂	100%	kg	1	39.00	39.00
增酸剂	100%	kg	1	40.00	40.00
增碱剂	100%	kg	1	41.00	41.00
增盐剂	100%	kg	1	42.00	42.00
增糖剂	100%	kg	1	43.00	43.00
增油剂	100%	kg	1	44.00	44.00
增脂剂	100%	kg	1	45.00	45.00
增蛋白剂	100%	kg	1	46.00	46.00
增纤维剂	100%	kg	1	47.00	47.00
增弹性剂	100%	kg	1	48.00	48.00
增韧性剂	100%	kg	1	49.00	49.00
增强度剂	100%	kg	1	50.00	50.00

1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 2679, 26

姓名: 王明  
 性别: 男  
 年龄: 25  
 籍贯: 山东  
 职业: 教师  
 学历: 本科  
 婚姻: 未婚  
 健康状况: 良好  
 兴趣爱好: 阅读, 运动  
 特长: 写作, 演讲  
 自我评价: 积极向上, 责任心强  
 推荐理由: 综合素质高, 发展潜力大

1. *Chlorophyll a* and *Chlorophyll b* content of the leaves of *Chlorella* sp. and *Scenedesmus* sp. were determined by spectrophotometry. The results showed that the content of *Chlorophyll a* and *Chlorophyll b* in *Chlorella* sp. was higher than that in *Scenedesmus* sp. The content of *Chlorophyll a* and *Chlorophyll b* in *Chlorella* sp. was 1.2 mg/g and 0.8 mg/g, respectively, while the content of *Chlorophyll a* and *Chlorophyll b* in *Scenedesmus* sp. was 0.8 mg/g and 0.5 mg/g, respectively.

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4-1072-204042 205-204-2042  
205-204-2042

Table 11

**COMPONENTS OF BUREAU OF LABOR STATISTICS  
WHOLESALE PRICE INDEX USED TO DEFLATE TBA SALES**

	<u>Tires and Tubes<sup>1</sup></u>		<u>Batteries<sup>2</sup></u>		<u>All Commodities, ex- cept Farm and Food<sup>3</sup></u>	
	<u>1947-49-</u> <u>100</u>	<u>1948-100</u>	<u>1947-49-</u> <u>100</u>	<u>1948-100</u>	<u>1947-49-</u> <u>100</u>	<u>1948-100</u>
1947	99.4		88.8		95.3	
1948	101.8	100.0	102.9	100.0	103.4	100.0
1949	98.8	97.1	108.8	105.4	101.3	98.0
1950	113.6	111.9	98.8	94.1	108.0	101.8
1951	133.2	131.2	109.8	108.4	118.9	118.1
1952	129.8	127.8	110.0	108.9	112.2	109.8
1953	127.2	126.0	107.9	104.9	114.0	110.3
1954	130.8	128.2	104.2	101.3	114.8	110.7
1955	144.8	142.3	104.8	101.7	117.0	112.8

1/ Bureau of Labor Statistics index of wholesale prices of tires and tubes prepared on a base 1947-49-100, published in Business Statistics, 1957 Biennial Edition, U.S. Department of Commerce, p. 31. Converted to base 1948-100 by Economics Department.

2/ BLS index of wholesale prices of automotive batteries prepared on a base 1947-49-100. Indexes for years 1948-1955 in BLS Prices and Price Relatives for Individual Commodities in the Revised Index, 1947-55, Group 11 - Machinery and Motive Products, p. 11-52. For years 1951-1953 in BLS Prices and Price Relatives for Individual Commodities, 1951-55, Group 11 - Machinery and Motive Products, p. 11-48. For years 1954 and 1955 in BLS Bulletin Price Wholesale Prices and Price Indexes, 1954-55, p. 389. Converted to base 1948-100 by Economics Department.

3/ BLS index of wholesale prices of all commodities other than farm products and foods prepared on a base 1947-49-100, published in Business Statistics, 1957 Biennial Edition, U.S. Department of Commerce, p. 28. Converted to base 1948-100 by Economics Department. Because of the numerous items that make up Other Accommodations and because of their highly diverse nature, this index seemed the most appropriate deflator.

Table 11

EXPORTS OF RUBBER TO LARGEST COUNTRIES  
AND TERRITORIES IN THE WORLD

Country or Territory	1937-40	1938-40	1939-40	1940-40
United Kingdom	100.0	100.0	100.0	100.0
France	100.0	100.0	100.0	100.0
Italy	100.0	100.0	100.0	100.0
Germany	100.0	100.0	100.0	100.0
Japan	100.0	100.0	100.0	100.0
Canada	100.0	100.0	100.0	100.0
U.S.S.R.	100.0	100.0	100.0	100.0
China	100.0	100.0	100.0	100.0
India	100.0	100.0	100.0	100.0
Spain	100.0	100.0	100.0	100.0
Sweden	100.0	100.0	100.0	100.0
Belgium	100.0	100.0	100.0	100.0
Switzerland	100.0	100.0	100.0	100.0
Netherlands	100.0	100.0	100.0	100.0
Portugal	100.0	100.0	100.0	100.0
Poland	100.0	100.0	100.0	100.0
Czechoslovakia	100.0	100.0	100.0	100.0
Yugoslavia	100.0	100.0	100.0	100.0
Romania	100.0	100.0	100.0	100.0
Bulgaria	100.0	100.0	100.0	100.0
Greece	100.0	100.0	100.0	100.0
Turkey	100.0	100.0	100.0	100.0
Iran	100.0	100.0	100.0	100.0
Afghanistan	100.0	100.0	100.0	100.0
India	100.0	100.0	100.0	100.0
China	100.0	100.0	100.0	100.0
Japan	100.0	100.0	100.0	100.0
U.S.S.R.	100.0	100.0	100.0	100.0
Canada	100.0	100.0	100.0	100.0
U.S.A.	100.0	100.0	100.0	100.0

Exports of rubber to the United Kingdom, France, Italy, Germany, Japan, Canada, U.S.S.R., China, India, Spain, Sweden, Belgium, Switzerland, Netherlands, Portugal, Poland, Czechoslovakia, Yugoslavia, Romania, Bulgaria, Greece, Turkey, Iran, Afghanistan, India, China, Japan, U.S.S.R., Canada, and U.S.A. are shown in the table above. The data are based on the U.S. Department of Commerce, Bureau of Economic Analysis, and are subject to revision.

FILED IN TEXAS COURT OF CIVIL APPEALS  
JAN 10 1955

Table III

INDEXES OF INFLATED TOTAL TBA SALES UNDER COMMISSION PLAN  
TO TEXACO DEALERS AND DISTRIBUTORS vs. INDEXES OF TEXACO  
DIVISION AUTOMOTIVE GASOLINE SALES, OF U. S. PASSENGER CAR REGISTRATIONS  
AND OF PASSENGER-CAR MILES TRAVELED

	Inflated Total TBA (1948-1955)	Division Automotive Gasoline Sales (1948-1955)	Passenger Car Regis- trations (1948-1955)	Passenger Car-Miles Traveled (1948-1955)
	(1)	(2)	(3)	(4)
1948	100.0	100.0	100.0	100.0
1949	84.8	103.8	109.3	107.1
1950	107.9	109.8	120.0	112.7
1951	86.4	110.1	128.0	122.6
1952	100.9	120.4	131.4	122.3
1953	108.7	123.1	139.3	130.2
1954	108.1	127.8	144.4	140.9
1955	110.6	137.8	156.3	153.6

Column 1 - Index computed by Economics Department from data for Goodrich and Firestone combined shown in Column 2 of Table I.

Column 2 - Index computed by Economics Department from actual data con-  
-tributed by Texaco Sales Department, Form S-1250, Annual Division Auto-  
-motive Gasoline Sales, in thousands of gallons, follow: 1948 - 3,037,871;  
1949 - 3,153,272; 1950 - 3,334,708; 1951 - 3,826,446; 1952 - 3,864,671;  
1953 - 3,740,206; 1954 - 3,873,887; 1955 - 4,178,581.

Column 3 - Index computed by Economics Department basis passenger car regis-  
-tration data compiled by Bureau of Public Roads, published in Automobile  
Facts and Figures, 1957 Edition, p. 18. Actual passenger car registra-  
-tion totals, in thousands of cars, follow: 1948 - 33,361; 1949 - 36,483;  
1950 - 40,334; 1951 - 42,683; 1952 - 43,618; 1953 - 46,460; 1954 - 48,490;  
1955 - 52,126. Data at year end.

Column 4 - Index computed by Economics Department basis Bureau of Public  
-Roads data on total passenger car-miles traveled, published in Automobile  
Facts and Figures, 1957 Edition, p. 66. Actual car-miles traveled, in  
billions of car-miles, follow: 1948 - 319,743; 1949 - 342,476; 1950 -  
363,613; 1951 - 392,131; 1952 - 410,187; 1953 - 438,361; 1954 - 450,606;  
1955 - 487,540. While these are the actual figures released by BPR they  
represent, to be precise, the Bureau's estimates.

Division of Investigation, U. S. Department of Justice, Washington, D. C. 20535

[illegible]

1. The above information was obtained from the files of the Department of the Interior, Bureau of Land Management, and is being furnished to you for your information.

10-10-68

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Supplementary  
Table 1CURRENT DOLLAR TBA SALES AND CONSTANT DOLLAR TBA  
BY GOODRICH AND FIRESTONE COMBINED PER 1,000 GALLONS  
OF GASOLINE SALES--TEXACO "C" ACCOUNTSFEDERAL TRADING COMMISSION  
SECRET NO. 485 EXHIBIT ENTRY NO.

	Current Dollar TBA (000 \$)	Constant Dollar TBA (000 \$)	Gasoline Sales (000 Gallons)	Current Dollar TBA Per 1,000 Gallons of Gasoline Sales	Constant Dollar TBA Per 1,000 Gallons of Gasoline Sales
	(1)	(2)	(3)	(4)	(5)
1940	12,804	12,804	1,079,340	\$11.88	\$11.88
1941	19,782	11,064	1,185,664	9.89	9.89
1942	18,678	14,479	1,323,890	11.84	10.94
1943	18,328	18,342	1,517,364	10.10	8.13
1944	19,643	16,106	1,622,308	11.88	8.87
1945	22,678	18,861	1,789,464	12.66	10.48
1946	24,141	19,725	1,867,634	12.93	10.86
1947	25,903	21,791	2,046,823	14.13	10.68

Column 1 - Data for 1941-1947 shown in Exhibit CX150 and CX151. For years 1940-1949 data obtained from Texaco Sales Department, Form S-1915.

Column 2 - The techniques and price indexes used to convert current dollar TBA sales, shown in Column 1 this table, to a constant 1940 dollar basis are identical with those used to deflate total TBA sales by Goodrich and Firestone combined to all Texaco stations and distributors. See note to Column 2 of Table I and Table II, including notes, for explanation of technique and appropriate price indexes used in deflating.

Column 3 - "C" account gasoline sales for 1942-47 from Exhibit CX151. Column 4 will show gasoline sales in barrels. Figures converted to gallons by Economics Department. For year 1942-51 from Annual Report of Texaco Sales Department.

Column 4 - Obtained by dividing current dollar TBA (Column 1) by thousands of gallons of gasoline sales (Column 3).

Column 5 - Obtained by dividing constant dollar TBA (Column 2) by thousands of gallons of gasoline sales (Column 3).

三、全日校通学。

SECRETARY OF THE ARMY  
WASHINGTON, D. C. 20315

[illegible]

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1. The first of these is the fact that the majority of the population of the United States is now living in urban areas. This is a result of the process of urbanization, which has been going on since the beginning of the 20th century. The population of the United States has increased from about 100 million in 1900 to over 200 million in 1950. At the same time, the population of rural areas has decreased from about 100 million in 1900 to about 50 million in 1950. This has led to a concentration of the population in urban areas, which has had a number of important consequences. One of the most important is that it has led to a change in the way of life of the majority of the population. In rural areas, the population has traditionally been engaged in agriculture, and the way of life has been based on the rhythms of the seasons. In urban areas, the population has traditionally been engaged in industry and commerce, and the way of life has been based on the rhythms of the clock. This has led to a number of differences between the two ways of life, including differences in the amount of leisure time, the amount of social contact, and the amount of participation in community activities. These differences have led to a number of problems, including the problem of social isolation, which is a major problem in urban areas. This is a result of the fact that the majority of the population in urban areas is now living in high-rise apartment buildings, which are often designed in a way that makes it difficult for people to interact with their neighbors. This has led to a sense of isolation and a lack of community spirit, which are both major problems in urban areas. Another important consequence of urbanization is that it has led to a change in the way of life of the majority of the population. In rural areas, the population has traditionally been engaged in agriculture, and the way of life has been based on the rhythms of the seasons. In urban areas, the population has traditionally been engaged in industry and commerce, and the way of life has been based on the rhythms of the clock. This has led to a number of differences between the two ways of life, including differences in the amount of leisure time, the amount of social contact, and the amount of participation in community activities. These differences have led to a number of problems, including the problem of social isolation, which is a major problem in urban areas. This is a result of the fact that the majority of the population in urban areas is now living in high-rise apartment buildings, which are often designed in a way that makes it difficult for people to interact with their neighbors. This has led to a sense of isolation and a lack of community spirit, which are both major problems in urban areas.

10-10-68

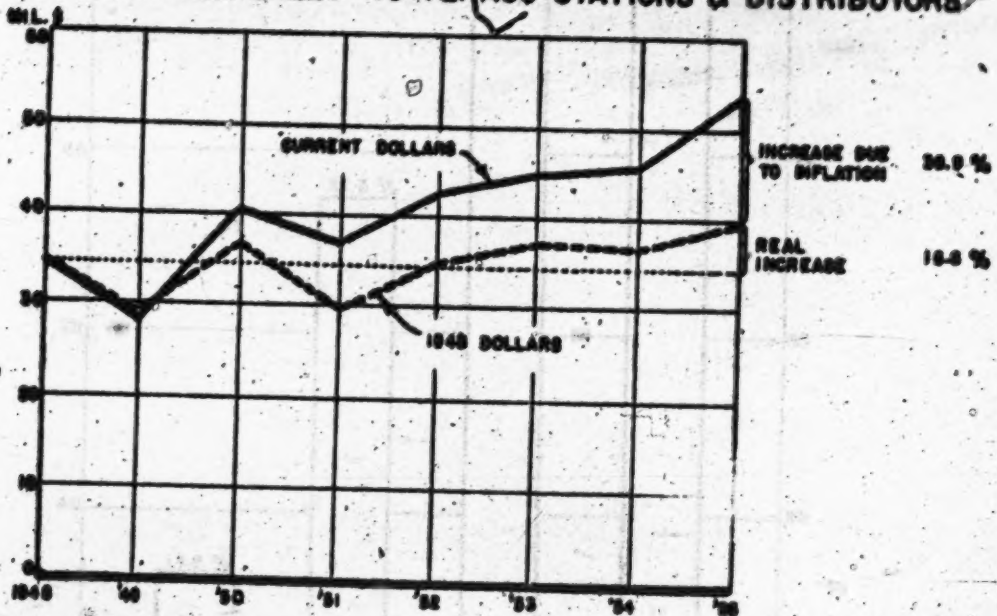
[illegible]

JAX 613  
 Respondents' Exhibit 85A

FEDERAL TRADE COMMISSION  
 DOCKET NO. 64/85  
 IN THE MATTER OF *Goodrich*  
 DATE *12/5/58*  
 ACE REPORTING CO., Official Reporter  
 By *Ala*

CHART I

INFLATION IS MAJOR FACTOR BEHIND ADVANCE  
 IN DOLLAR VOLUME OF COMBINED FIRESTONE &  
 GOODRICH TBA SALES TO TEXACO STATIONS & DISTRIBUTORS

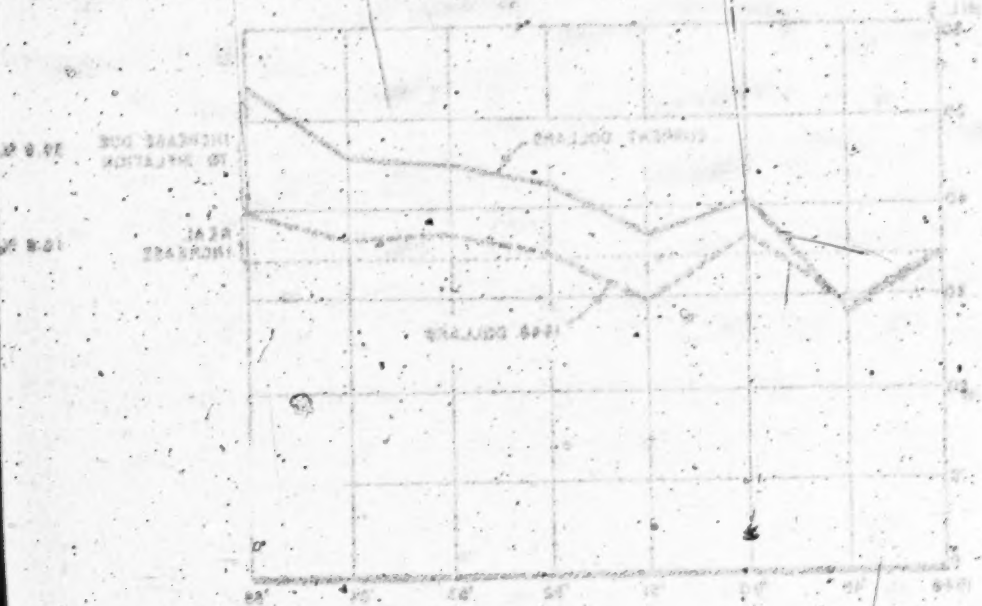


SOURCE: TABLE I  
 ECONOMICS DEPARTMENT

EXHIBIT 82A  
 COVERED BY 144  
 IN THE  
 1/1/61  
 1/1/61  
 1/1/61

CHART I

INFLATION IS MAJOR FACTOR BEHIND ADVANCE  
 IN GOLD VOLUME OF COMBINED FIRESTONE &  
 GOODRICH TIRE SALES TO TEXAS STATIONS & DISTRIBUTORS



GOODRICH TABLE I  
 ECONOMIC DEPARTMENT

CHART II

FEDERAL TRADE COMMISSION

DOCKET NO. 6445

**TEXACO GASOLINE SALES & PASSENGER CAR REGISTRATIONS  
& USE INCREASED MORE RAPIDLY THAN COMBINED  
FIRESTONE & GOODRICH TBA SALES (DEFLATED) TO  
TEXACO STATIONS & DISTRIBUTORS**

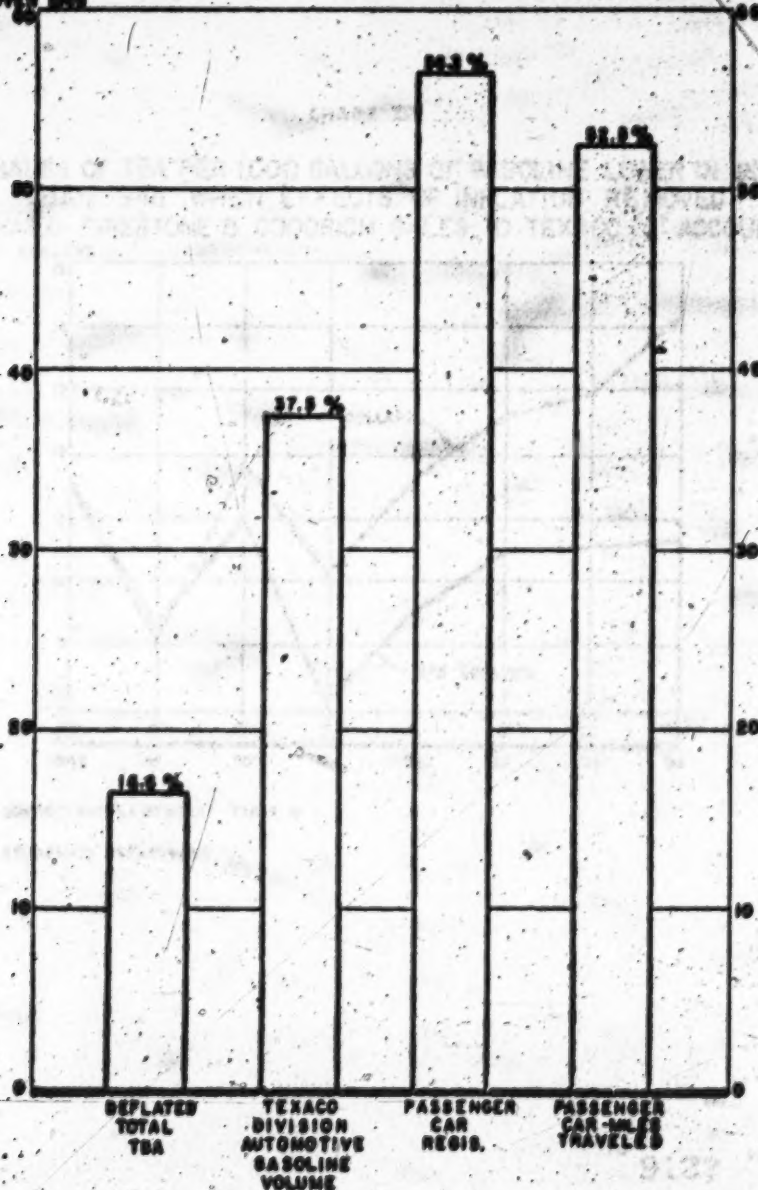
PERCENT  
1939 OVER 1938



CHART X  
 TEXACO GASOLINE SALES & PASSENGER CAR REGISTRATIONS  
 A USE INCREASED MORE RAPIDLY THAN COMBINED  
 FIRESTONE & GOODRICH TBA SALES (DEFLATED) TO  
 TEXACO STATIONS & DISTRIBUTORS



2

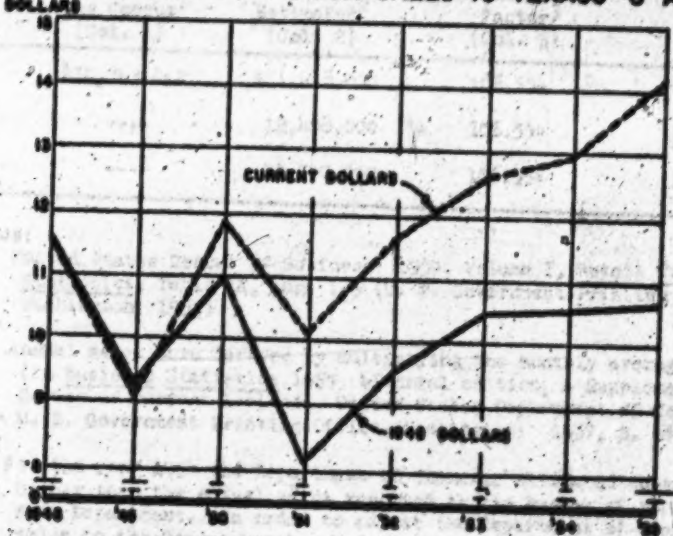
JAX 815  
Respondents' Exhibit 88C

R-85-

FEDERAL TRADE COMMISSION  
DOCKET NO. 6485 EXHIBIT 43

CHART III

SALES OF TBA PER 1000 GALLONS OF GASOLINE LOWER IN 1955  
THAN 1948 WHEN EFFECTS OF INFLATION REMOVED -  
COMBINED FIRESTONE & GOODRICH SALES TO TEXACO "C" ACCOUNTS



SOURCE: SUPPLEMENTARY TABLE 2

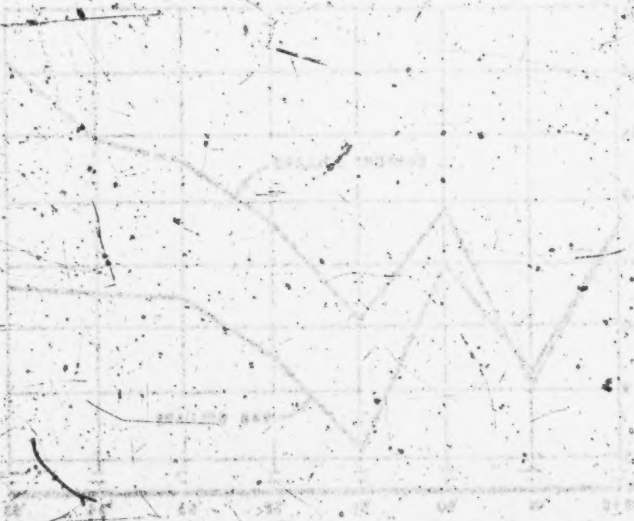
ECONOMIC DEPARTMENT

9.132

1947-1948

Department of Education

SALES OF BATTERIES FOR 1947-1948  
IN TEXAS  
BY MONTH



Source: Department of Education  
Bureau of Statistics

## Respondents' Exhibit 86A

Introducer

COMPUTATION OF TBA SALES, AT STATION COST, PER 1,000 GALLONS OF  
GASOLINE SOLD BY GASOLINE SERVICE STATIONS, UNITED STATES, 1954-1956Table 1  
Annual Sales of Gasoline Service Stations: Department of Commerce  
Estimates Adjusted to Census of Business Benchmark Data,

(amounts in thousands of dollars)

Year	Sales as Reported by the Census (Col. 1)	Department of Commerce Estimates <sup>2</sup> (Col. 2)	Adjustment Factor <sup>3</sup> (Col. 3)	Adjusted Sales (Col. 4)
1954	\$10,743,812	\$11,448,000	106.554	\$10,743,812
1955	----	12,408,000	106.554	11,644,800
1956	----	13,740,000	106.554	12,894,870

## Sources:

1. United States Census of Business: 1954, Volume I, Retail Trade--Summary Statistics, Table 1A, page 1-5 (U. S. Government Printing Office, Washington: 1957)
2. Annual sales were derived by multiplying the monthly average as reported (in Business Statistics, 1957, biennial edition, A Supplement to the Survey of Current Business, United States Department of Commerce, U. S. Government Printing Office, Washington: 1957, p. 46) by 12.
3. For the year 1954 the Department of Commerce estimated sales were 6.554% higher than the actual sales reported by the Bureau of the Census of the same Department. In order to adjust the Department of Commerce estimated sales to the Census benchmark data, the adjustment factor of 106.554% which was computed for the year 1954 was used.
4. Data in column 2 adjusted by figures in column 3. The data in column 4 represent estimates of gasoline service station sales on a basis consistent with the actual figures as reported on a comparable basis by the Census of Business for the year 1954.

FEDERAL TRADE COMMISSION  
DOCKET NO. 411 EXHIBIT NO. 86A  
IN THE MATTER OF *Standard Oil Co.*  
DATE *12/2/58* WITNESS *[Signature]*  
ACR REPORTING CO., Official Reporter  
By *[Signature]*

... ..

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1. The first part of the document is a list of names and titles, including "The Hon. Mr. Justice" and "The Hon. Mr. Justice".

100-2867

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

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1944

100



## Respondents' Exhibit 86B

## COMPUTATION OF TRA SALES, AT STATION COST, PER 1,000 GALLONS OF GASOLINE SOLD BY GASOLINE SERVICE STATIONS, UNITED STATES, 1954-1956

Table 2  
Average Retail Price per Gallon of Automotive Gasoline at Gasoline Service Stations.

Year	Regular Grade Gasoline			Premium Grade Gasoline			Weighted Average Price <sup>5</sup>
	Average Price <sup>1</sup> (Col. 1)	Per Cent of Total Gallonage <sup>2</sup> (Col. 2)	Weight <sup>3</sup> (Col. 3)	Average Price <sup>4</sup> (Col. 4)	Per Cent of Total Gallonage <sup>2</sup> (Col. 5)	Weight <sup>4</sup> (Col. 6)	
1954	\$.2904	68.8	2.205	\$.3204	31.2	1.000	\$.2998
1955	.2907	68.6	2.185	.3207	31.4	1.000	.3001
1956	.2997	68.1	2.135	.3297	31.9	1.000	.3093

## Sources:

1. Consist of simple averages of first-of-month prices in 30 representative U. S. cities and include gasoline taxes in order to make the data comparable with those reported by the U. S. Census of Business in which the sales of gasoline service stations include all such taxes. For the years 1954 and 1955, from Petroleum Facts and Figures, Twelfth Edition 1956 (published by American Petroleum Institute), p. 365; for the year 1956 from National Petroleum News Factbook (A McGraw-Hill Publication) Mid-May 1957-58, page 187. The same prices, but exclusive of taxes, are published in Business Statistics, 1957 Biennial Edition, A Supplement to the Survey of Current Business, U. S. Department of Commerce, p. 174.
2. Data in Table 2A, Col. 3, subtracted from 100.
3. Weight used in computing the weighted average price is based on a weight of 1.000 for premium gasoline. Computed by dividing the per cent of total gallonage for regular gasoline by the corresponding per cent for premium gasoline. Thus, for 1954, 68.8 divided by 31.2 = 2.205.
4. Based on information for price differentials between regular and premium grades of gasoline obtained through independent research.
5. Weighted average price for all gasoline sold by gasoline service stations. Computed by multiplying the price for each grade by the corresponding weight, adding the totals, and dividing the overall total by the sum of weights. Thus, for 1954, \$.2904 times 2.205 plus \$.3204 times 1 = \$.9607, divided by 3.205 (2.205 plus 1) = \$.2998.

FEDERAL TRADE COMMISSION  
DOCKET NO. 13,711-1 EXHIBIT 86B

RECEIVED

THE SECRETARY OF THE ARMY

WASHINGTON, D. C.

TO THE SECRETARY OF THE ARMY  
FROM THE SECRETARY OF THE ARMY  
SUBJECT: [Illegible]

[Illegible text block]

[Illegible text block]

APPROVED AND FORWARDED:  
[Illegible Signature]

JAX 618  
Respondents' Exhibit 88C

Table 2A

PER CENT OF PREMIUM AUTOMOTIVE GASOLINE TO TOTAL GALLONAGE OF AUTOMOTIVE GASOLINE  
SOLD DURING THE YEARS 1954-1956  
(Thousands of Gallons)

As Reported by the Ethyl Corporation and Used for Computations of Data in Table 2

Year	Total <sup>1</sup> (Col. 1)	Premium <sup>1</sup> (Col. 2)	Non-Premium <sup>2</sup> (Col. 3)	Premium, Per Cent of Total <sup>1</sup> (Col. 4)
1954	46,394,232	14,457,078	31,937,154	31.2
1955	49,707,335	15,617,114	34,090,221	31.4
1956	51,836,223	16,534,751	35,301,474	31.9

Sources: 1. Table entitled "U. S. Yearly Gasoline Sales 1936-1956" published by the Ethyl Corporation in Yearly Report of Gasoline Sales, 1956, page 4.  
2. Data in Col. 1 less data in Col. 2.

Computed Per Cent of Premium Automotive Gasoline to Total Gallonage of Automotive Gasoline Sold by Retail Outlets Including Gasoline Service Stations: 1954-1956

Year	Estimated Reseller Volume of Non-Premium Gasoline*	Adjusted Total Automotive Gasoline Sales**	Adjusted Premium, Per Cent of Total***
1954	23,952,866	38,409,944	37.6
1955	25,567,666	41,184,780	37.9
1956	26,476,106	43,010,857	38.4

\* Estimated reseller volume at 75% of total non-premium gasoline shown in Col. 3 of main table above. This estimate was arrived at, on an extremely conservative basis, in the light of the following data. First, gasoline consumption by motor trucks and buses were computed to be 27.0% of total consumption by U.S. motor vehicles in 1954 and 26.4% in 1955 (from data in Petroleum Facts and Figures, Twelfth Edition, 1956, published by American Petroleum Institute, page 82). Motor trucks and buses, with few exceptions, use non-premium or regular grade gasoline and they purchase about one-half direct. Second, direct purchases of substantial quantities of non-premium gasoline are made for a number of other purposes, a few of which are given here like those made by Class I railroads (46,815,258 gallons in 1954 and 47,756,016 gallons in 1955, *Ibid.*, page 93); for farm consumption (6,775,000,000 gallons in 1953, *Ibid.*, page 84); by the U. S. Army for use in continental United States (123,858,000 gallons in 1954 and 116,411,400 gallons in 1955, *Ibid.*, page 96). In the light of this, it is clear that the Ethyl percentages used are an irreducible minimum in order to avoid resort to incomplete and fragmentary data for the making of more relevant but inaccurate computations.

\*\* Data in preceding column plus data in Col. 2 of main table above.  
\*\*\* Data in Col. 2 of main table above as a percentage of data in preceding column of this computation.

FEDERAL TRADE COMMISSION  
DOCKET NO. 64-23-EXHIBIT 88C

Table 2A  
 NEW YORK TO BOSTON TRADING COMPANY TO BOSTON CALLERS TO AUTOMATIC CALLERS  
 NEW YORK TO BOSTON TRADING COMPANY TO BOSTON CALLERS TO AUTOMATIC CALLERS  
 NEW YORK TO BOSTON TRADING COMPANY TO BOSTON CALLERS TO AUTOMATIC CALLERS

Category	1957	1958	1959	1960	1961	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404	2405	2406	2407	2408	2409	2410	2411	2412	2413	2414	2415	2416	2417	2418	2419	2420	2421	2422	2423	2424	2425	2426	2427	2428	2429	2430	2431	2432	2433	2434	2435	2436	2437	2438	2439	2440	2441	2442	2443	2444	2445	2446	2447	2448	2449	2450	2451	2452	2453	2454	2455	2456	2457	2458	2459	2460	2461	2462	2463	2464	2465	2466	2467	2468	2469	2470	2471	2472	2473	2474	2475	2476	2477	2478	2479	2480	2481	2482	2483	2484	2485	2486	2487	2488	2489	2490	2491	2492	2493	2494	2495	2496	2497	2498	2499	2500	2501	2502	2503	2504	2505	2506	2507	2508	2509	2510	2511	2512	2513	2514	2515	2516	2517	2518	2519	2520	2521	2522	2523	2524	2525	2526	2527	2528	2529	2530	2531	2532	2533	2534	2535	2536	2537	2538	2539	2540	2541	2542	2543	2544	2545	2546	2547	2548	2549	2550	2551	2552	2553	2554	2555	2556	2557	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568	2569	2570	2571	2572	2573	2574	2575	2576	2577	2578	2579	2580	2581	2582	2583	2584	2585	2586	2587	2588	2589	2590	2591	2592	2593	2594	2595	2596	2597	2598	2599	2600	2601	2602	2603	2604	2605	2606	2607	2608	2609	2610	2611	2612	2613	2614	2615	2616	2617	2618	2619	2620	2621	2622	2623	2624	2625	2626	2627	2628	2629	2630	2631	2632	2633	2634	2635	2636	2637	2638	2639	2640	2641	2642	2643	2644	2645	2646	2647	2648	2649	2650	2651	2652	2653	2654	2655	2656	2657	2658	2659	2660	2661	2662	2663	2664	2665	2666	2667	2668	2669	2670	2671	2672	2673	2674	2675	2676	2677	2678	2679	2680	2681	2682	2683	2684	2685	2686	2687	2688	2689	2690	2691	2692	2693	2694	2695	2696	2697	2698	2699	2700	2701	2702	2703	2704	2705	2706	2707	2708	2709	2710	2711	2712	2713	2714	2715	2716	2717	2718	2719	2720	2721	2722	2723	2724	2725	2726	2727	2728	2729	2730	2731	2732	2733	2734	2735	2736	2737	2738	2739	2740	2741	2742	2743	2744	2745	2746	2747	2748	2749	2750	2751	2752	2753	2754	2755	2756	2757	2758	2759	2760	2761	2762	2763	2764	2765	2766	2767	2768	2769	2770	2771	2772	2773	2774	2775	2776	2777	2778	2779	2780	2781	2782	2783	2784	2785	2786	2787	2788	2789	2790	2791	2792	2793	2794	2795	2796	2797	2798	2799	2800	2801	2802	2803	2804	2805	2806	2807	2808	2809	2810	2811	2812	2813	2814	2815	2816	2817	2818	2819	2820	2821	2822	2823	2824	2825	2826	2827	2828	2829	2830	2831	2832	2833	2834	2835	2836	2837	2838	2839	2840	2841	2842	2843	2844	2845	2846	2847	2848	2849	2850	2851	2852	2853	2854	2855	2856	2857	2858	2859	2860	2861	2862	2863	2864	2865	2866	2867	2868	2869	2870	2871	2872	2873	2874	2875	2876	2877	2878	2879	2880	2881	2882	2883	2884	2885	2886	2887	2888	2889	2890	2891	2892	2893	2894	2895	2896	2897	2898	2899	2900	2901	2902	2903	2904	2905	2906	2907	2908	2909	2910	2911	2912	2913	2914	2915	2916	2917	2918	2919	2920	2921	2922	2923	2924	2925	2926	2927	2928	2929	2930	2931	2932	2933	2934	2935	2936	2937	2938	2939	2940	2941	2942	2943	2944	2945	2946	2947	2948	2949	2950	2951	2952	2953	2954	2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JAX 619  
Respondents' Exhibit 68D

COMPUTATION OF TBA SALES, AT STATION COST, PER 1,000 GALLONS OF  
GASOLINE SOLD BY GASOLINE SERVICE STATIONS, UNITED STATES, 1934-1936

Table 3

Automotive Gasoline Sales by Gasoline Service Stations  
(amounts in thousands of dollars)

Year	Total Sales of Service Stations <sup>1</sup> (Col. 1)	Gasoline Sales of Service Stations		Average Price per Gallon <sup>4</sup> (Col. 4)	Gasoline Sales in Thousands of Gallons <sup>5</sup> (Col. 5)
		Ratio to Total Sales <sup>2</sup> (Col. 2)	Amount <sup>3</sup> (Col. 3)		
1934	\$10,743,812	67.3	\$7,230,385	.2998	24,115,029
1935	11,644,800	66.8	7,778,726	.3001	25,980,447
1936	12,854,870	66.3	8,549,299	.3093	27,640,799

Sources:

1. From Table 1, Column 4.
2. In 1948 the ratio of gasoline sales to total sales of gasoline service stations was 70.3% (Census of Business: 1948, Volume II, p. 21,02). The remaining 29.7% of the total sales was made up of the sale of lubricants (6.8%), fuel oil (2.0%); services like washing and greasing (5.4%); tires, batteries and accessories (9.1%), and all other sales and services (6.4%).
- According to the Bureau of the Census, the 1948 gasoline sales ratio "was a reduction from the proportion of such sales in 1939, when gasoline accounted for 75 percent of the sales of gasoline service stations with sales of \$80,000 or more each, and 77 percent of the sales of smaller stations." (Census of Business: 1948, Volume II, Retail Trade--General Statistics, Part 2, p. 35). On the basis of this information from the most authoritative source available it was concluded that the proportion of gasoline sales to total sales of gasoline service stations would probably decline at the rate of .5% of total sales annually, which would make this percentage 3 points lower in 1934 - the next census year for which no such data were collected.
3. Derived by applying the ratio shown in column 2 to the data in column 1.
4. From Table 2, column 7.
5. Data in Col. 3 divided by data in Col. 4.



ALL INFORMATION CONTAINED HEREIN IS UNCLASSIFIED  
DATE 10-10-2001 BY 60322 UCBAW/STW/STW

1940

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 26

Year	1950	1951	1952	1953	1954	1955	1956	1957	1958	1959	1960	1961	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100
1950	1951	1952	1953	1954	1955	1956	1957	1958	1959	1960	1961	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	

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## Respondents' Exhibit 86F

COMPUTATION OF THE SALES, AT STATION COST, PER 1,000 GALLONS OF  
GASOLINE SOLD BY GASOLINE SERVICE STATIONS, UNITED STATES, 1954-1956

Table 4

Average Automotive Gasoline Gallonage of Gasoline Service Stations

Year	Total Gasoline Sold By Service Stations (Thousands of Gallons) <sup>1</sup> (Col. 1)	Number of Service Stations <sup>2</sup> (Col. 2)	Average Gallonage per Station <sup>3</sup> (Col. 3)
1954	24,118,029	181,747	132,701
1955	25,920,447	182,097	142,344
1956	27,640,799	182,447	151,300

- Sources: 1. From Table 3, Col. 5.  
 2. For 1948 and 1954 the data reported by the Census (United States Census of Business: 1954, Volume I, Retail Trade--Summary Statistics, Table 1B for 1948, page 1-7 and Table 1A for 1954, page 1-5, U. S. Government Printing Office, Washington: 1957,) on a comparable basis showed 179,647 service stations for 1948 and 181,747 stations for 1954--an increase of 2,100 stations. Assuming the increase to be constant, it would mean a net addition at the rate of 350 stations per year, thus making the number of stations 350 higher in 1955 than the actual figure shown by the Census for 1954 and by another increment of 350 stations for 1956. See also National Petroleum News Factbook, (a McGraw-Hill Publication), Mid-May 1957-58, page 208 estimating 182,090 stations for 1955 and 182,440 for 1956.  
 3. Data in Column 1 divided by data in Column 2, multiplied by 1,000 (since figures in Col. 1 are in thousands of gallons).

# Responsible Editor

REPORT OF THE BOARD OF DIRECTORS OF THE NATIONAL ASSOCIATION OF REALTORS FOR THE YEAR 1934

1934

ANNUAL REPORT OF THE NATIONAL ASSOCIATION OF REALTORS

Year	Number of Members	Number of Transactions	Number of Listings
1934	10,000	100,000	1,000,000
1933	9,500	95,000	950,000
1932	9,000	90,000	900,000

The National Association of Realtors is a non-profit organization which has been in existence since 1908. It is the largest and most influential of the real estate organizations in the United States. The Association's primary purpose is to promote the interests of the real estate profession and the public. It does this through a variety of activities, including the publication of the National Real Estate Journal, the Real Estate Roundup, and the Real Estate News. It also conducts extensive public relations campaigns and provides a wide range of services to its members, including education, research, and advocacy. The Association's success is a testament to the dedication and hard work of its members and staff.

FEDERAL TRADE COMMISSION  
WASHINGTON, D. C.

COMPARISON OF TIRE SALES, AT STATION COST, PER 1,000 GALLONS OF GASOLINE SOLD BY GASOLINE SERVICE STATIONS  
UNITED STATES, 1924-1926

Table 5  
Total Replacement Domestic Market for New Tires and Tubes, at Wholesale Prices (Dealer or Station Cost Basis)  
(Based on an Analysis of Total Tire and Tube Sales for Passenger Cars)

Year	New Tire Shipments (units) <sup>1</sup> (Col. 1)	Average Wholesale Price Per Tire <sup>2</sup> (Col. 2)	New Tire Shipments <sup>3</sup> (dollars) (Col. 3)	New Inner Tube Shipments <sup>4</sup> (units) (Col. 4)	Average Wholesale Price Per Tube <sup>2</sup> (Col. 5)	New Inner Tube Shipments <sup>4</sup> (dollars) (Col. 6)	Total Wholesale Value of Domestic Replacement Passenger Car New Tires and Tubes (Col. 7)
1924	47,043,243	\$13.41	\$630,853,912	29,869,016	\$1.71	\$51,076,017	\$681,929,929
1925	50,124,361	14.70	736,828,401	27,174,923	1.88	51,088,855	787,917,256
1926	53,164,815	15.30	813,421,670	26,270,021	2.02	53,065,442	866,487,112

Sources: 1. Automotive News 1928 Almanac (The Newspaper of the Industry), Detroit, April 28, 1928, page 78.

2. From Col. 5 (for Tires) and Col. 6 (for Tubes) of Table 5A.

3. Derived by multiplying the data in Col. 1 by the price per tire shown in Col. 2.

4. Derived by multiplying the data in Col. 4 by the price per tube shown in Col. 5.

5. Sum of data in Col. 3 and in Col. 6.

FEDERAL TRADE COMMISSION  
BUREAU OF CONSUMER PROTECTION  
WASHINGTON, D. C.



concomitant with the transfer of the business to the new company.

1. General - The purpose of this report is to provide a summary of the results of the study and to discuss the implications of the findings. The report is organized as follows: Introduction, Literature Review, Methodology, Results, Discussion, and Conclusion.

UNITED STATES DEPARTMENT OF THE INTERIOR  
BUREAU OF LAND MANAGEMENT  
WASHINGTON, D. C. 20250



**JAX 681**  
**Respondent Exhibit 881**

Table 2

**COMPUTATION OF WHOLESALE PRICE PER PASSENGER CAR REPLACEMENT TIRE AND TUBE, 1954, BASED ON  
RESPECTIVELY, DEALER OR RETAILER COST BASIS: 1947-1950 and 1951-1956**

Year	Index of Wholesale Prices		Index of Wholesale Prices		Wholesale Price per Tire and Tube	
	PASSENGER CAR TIRES 1947-49-100 <sup>1</sup> (Col. 1)	PASSENGER CAR TIRES 1951-100 <sup>2</sup> (Col. 2)	PASSENGER CAR TIRES 1947-49-100 <sup>3</sup> (Col. 3)	PASSENGER CAR TIRES 1951-100 <sup>4</sup> (Col. 4)	Price per Tire and Tube (Col. 5)	Price per Tire and Tube (Col. 6)
1948	102.0	73.6	98.3	97.3	10.18	1.56
1954	134.9	100.0	101.3	100.0	13.41	1.71
1955	147.9	109.6	111.1	109.6	14.79	1.85
1956	153.9	114.1	119.1	114.0	15.39	2.02

Sources:

1. For 1948, "Prices and Price Relatives for Individual Commodities in the Revised Index 1947-50, Group 7 - Rubber and Products," issued February 1952, pages 07-2 and 07-3; for 1954-1956, "Prices and Price Indexes 1954-56," (A Reprint from BLS Bulletin No. 1214) Group 7-Rubber and Rubber Products, page 241, Bureau of Labor Statistics, U. S. Department of Labor.
2. Computed by converting the indexes in the preceding column into that of 1954 as 100.
3. Computed by applying the index in Col. 2 to the \$13.41 price per tire determined for 1954 as shown below.
4. Computed by applying the index in Col. 4 to the \$1.71 price per tube determined for 1954 as shown below.

**COMPUTATION OF 1954 PRICE TO DEALERS OF A REPLACEMENT PASSENGER CAR TIRE AND TUBE**

1. Total factory shipments in 1954:  
 a. Passenger car pneumatic tires 76,718,000  
 b. Passenger car inner tubes 78,000,000  
 Total 154,718,000
2. Average price per tire at retailer's cost, assuming a gross margin for wholesaling of 17% of selling price (divided by 83% and multiplied by 100)..... \$13.41
3. Average price per tube at retailer's cost, assuming a gross margin for wholesaling of 17% of selling (divided by 83% and multiplied by 100)..... \$1.71

- a. Census of Manufactures, 1954, Advance Report Series MC-10.3, Tires and Inner Tubes Industry, Table 2.
- b. Percentages were determined after consultation with research personnel of several tire and rubber companies and after careful study of all available data on the subject. That this is an extremely conservative figure can be seen from the fact that in 1954 the operating expenses of tire and tube wholesalers were reported by the Census to be 25.3% of sales (1954 Census of Business, Volume IV, Wholesale Trade and Statistics, U. S. Government Printing Office, 1954, p. 1-3).

Respondents' Exhibit 581

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REPLACEMENT OF WHOLESALE PRICES FOR PASSENGER CAR REPLACEMENT TIME AND TIRE  
INDUSTRY, YEARLY OR QUARTERLY, 1946 AND 1947-1948

Year	1946	1947	1948	1949	1950	1951	1952	1953	1954	1955	1956	1957	1958	1959	1960	1961	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404	2405	2406	2407	2408	2409	2410	2411	2412	2413	2414	2415	2416	2417	2418	2419	2420	2421	2422	2423	2424	2425	2426	2427	2428	2429	2430	2431	2432	2433	2434	2435	2436	2437	2438	2439	2440	2441	2442	2443	2444	2445	2446	2447	2448	2449	2450	2451	2452	2453	2454	2455	2456	2457	2458	2459	2460	2461	2462	2463	2464	2465	2466	2467	2468	2469	2470	2471	2472	2473	2474	2475	2476	2477	2478	2479	2480	2481	2482	2483	2484	2485	2486	2487	2488	2489	2490	2491	2492	2493	2494	2495	2496	2497	2498	2499	2500	2501	2502	2503	2504	2505	2506	2507	2508	2509	2510	2511	2512	2513	2514	2515	2516	2517	2518	2519	2520	2521	2522	2523	2524	2525	2526	2527	2528	2529	2530	2531	2532	2533	2534	2535	2536	2537	2538	2539	2540	2541	2542	2543	2544	2545	2546	2547	2548	2549	2550	2551	2552	2553	2554	2555	2556	2557	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568	2569	2570	2571	2572	2573	2574	2575	2576	2577	2578	2579	2580	2581	2582	2583	2584	2585	2586	2587	2588	2589	2590	2591	2592	2593	2594	2595	2596	2597	2598	2599	2600	2601	2602	2603	2604	2605	2606	2607	2608	2609	2610	2611	2612	2613	2614	2615	2616	2617	2618	2619	2620	2621	2622	2623	2624	2625	2626	2627	2628	2629	2630	2631	2632	2633	2634	2635	2636	2637	2638	2639	2640	2641	2642	2643	2644	2645	2646	2647	2648	2649	2650	2651	2652	2653	2654	2655	2656	2657	2658	2659	2660	2661	2662	2663	2664	2665	2666	2667	2668	2669	2670	2671	2672	2673	2674	2675	2676	2677	2678	2679	2680	2681	2682	2683	2684	2685	2686	2687	2688	2689	2690	2691	2692	2693	2694	2695	2696	2697	2698	2699	2700	2701	2702	2703	2704	2705	2706	2707	2708	2709	2710	2711	2712	2713	2714	2715	2716	2717	2718	2719	2720	2721	2722	2723	2724	2725	2726	2727	2728	2729	2730	2731	2732	2733	2734	2735	2736	2737	2738	2739	2740	2741	2742	2743	2744	2745	2746	2747	2748	2749	2750	2751	2752	2753	2754	2755	2756	2757	2758	2759	2760	2761	2762	2763	2764	2765	2766	2767	2768	2769	2770	2771	2772	2773	2774	2775	2776	2777	2778	2779	2780	2781	2782	2783	2784	2785	2786	2787	2788	2789	2790	2791	2792	2793	2794	2795	2796	2797	2798	2799	2800	2801	2802	2803	2804	2805	2806	2807	2808	2809	2810	2811	2812	2813	2814	2815	2816	2817	2818	2819	2820	2821	2822	2823	2824	2825	2826	2827	2828	2829	2830	2831	2832	2833	2834	2835	2836	2837	2838	2839	2840	2841	2842	2843	2844	2845	2846	2847	2848	2849	2850	2851	2852	2853	2854	2855	2856	2857	2858	2859	2860	2861	2862	2863	2864	2865	2866	2867	2868	2869	2870	2871	2872	2873	2874	2875	2876	2877	2878	2879	2880	2881	2882	2883	2884	2885	2886	2887	2888	2889	2890	2891	2892	2893	2894	2895	2896	2897	2898	2899	2900	2901	2902	2903	2904	2905	2906	2907	2908	2909	2910	2911	2912	2913	2914	2915	2916	2917	2918	2919	2920	2921	2922	2923	2924	2925	2926	2927	2928	2929	2930	2931	2932	2933	2934	2935	2936	2937	2938	2939	2940	2941	2942	2943	2944	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## FEDERAL TRADE COMMISSION

DOCKET NO. 10,000 EXHIBIT NO. 1

## COMPUTATION OF TIRE SALES, AT STATION COST, PER 1,000 GALLONS OF GASOLINE SOLD BY GASOLINE SERVICE STATIONS, UNITED STATES, 1934-1936

Table 6  
Total TBA Sales, At Station Cost, By Gasoline Service Stations  
(Based on an Analysis of Total Tire and Tube Sales for Passenger Cars)

Year	Total Wholesale Value of Domestic Replacement Passenger Car New Tires and Tubes (Col. 1)	Share Accounted for by Gasoline Service Stations (Col. 2)		Share of Tire and Tube Sales in Total TBA Sales (Col. 4)	Total TBA Sales at Station Cost (Col. 5)
		Per Cent	Amount		
1934	\$551,989,989	42.63	\$235,079,809	42.63	\$551,989,989
1935	707,917,256	42.63	301,489,861	42.63	707,917,256
1936	666,487,118	42.83	285,115,830	42.83	666,487,118

## Sources:

- From Table 5, last column.
- In connection with the 1940 Census of Retail Trade, 97.5% of the business volume reported by gasoline service establishments was broken down by commodities or merchandise lines. In this breakdown were included sales of \$550,989,989 in tires (new and used) and \$311,337,000 in batteries and accessories. (United States Census of Business, 1940, volume IV, p. 21.02). When adjusted for the 8.3% of the volume that was not broken down by merchandise line, on the assumption that the 97.5% of the volume was certainly representative of the total, the sales of tires (new and used) amounted to \$475,820,518 and of batteries and accessories they were \$275,820,518, with a total TBA volume of \$751,641,036. In terms of station cost, total TBA sales, based on an average gross margin of 8% of selling price, amounted to \$437,115,866 (\$751,641,036 x 71%) and sales of tires and tubes, based on an average gross margin of 6% of selling price, amounted to \$428,127,179 (\$751,641,036 x 74%). This means that sales of tires and tubes, as sold, were 42.83% of total domestic replacement passenger car tire and tube sales in 1936 (\$428,127,179 tires as shown in Table 5, plus \$42,991,681 tubes as shown in Col. 5 of Table 5, plus \$42,991,681 tubes as shown in Col. 5 of Table 5, or \$474,110,540).
- Data in Col. 1 times the percentage in Col. 2.
- Derived by dividing the cost of sales of tires and tubes by the base of sales of total TBA for the year 1936 (which data information is available from official sources (\$428,127,179 divided by \$751,641,036) and multiplying each percentage to the data for the years 1934-1936.
- Data in Col. 3 times the percentage shown in Col. 4.

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COMMITTEE OF THE SENATE, AT WASHINGTON, D.C., THE 1,000 CITIZENS OF  
 CHARTER CHURCH IN CHARTER CHURCH, CHARTER CHURCH, 1970-1976.

Table 1  
 Number of Canadian Service Stations Meeting Table 1, Table 1 and Number of Stations  
 Meeting Table 1, Table 1 and Number of Stations

Year	Total Number of Service Stations	Net Meeting Stations	Station Information	Station Meeting Table 1, Table 1 Number of Stations	Station Meeting Table 1, Table 1 Number of Stations	Station Meeting Table 1, Table 1 Number of Stations
	(Col. 1)	(Col. 2)	(Col. 3)	(Col. 4)	(Col. 5)	(Col. 6)
1974	101,171	9,001	6,671	128,255	135,191	716
1975	102,091	9,886	9,176	127,004	139,376	740
1976	102,141	10,615	10,065	131,705	141,105	715

1. From Table 1, Col. 2.  
 2. For 1974 and 1975, from Petroleum Facts and Figures, British Petroleum, 1974, page 271. For 1976,  
 from British Petroleum Facts and Figures (A Volume 111 publication), British Petroleum, 1977-78, page 271.  
 3. Computed by subtracting from the data in Col. 2 the difference between the data in Col. 1 for  
 the current year from those for the preceding year.  
 4. Computed by adding to the number for the preceding year the difference between the data in  
 Col. 1 and Col. 2 for the current year. For the preceding year, the data in Col. 1 for the  
 preceding year is used. For the current year, the data in Col. 1 for the current year is used.  
 5. For all service stations in 1974-1976, the data in Col. 1 for the current year is used.  
 6. For all service stations in 1974-1976, the data in Col. 1 for the current year is used.  
 7. For all service stations in 1974-1976, the data in Col. 1 for the current year is used.  
 8. For all service stations in 1974-1976, the data in Col. 1 for the current year is used.  
 9. For all service stations in 1974-1976, the data in Col. 1 for the current year is used.  
 10. For all service stations in 1974-1976, the data in Col. 1 for the current year is used.

OFFICIAL FRANK C. GIBSON  
 DEPT. OF IN. 1977-78



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Committed to getting to the bottom for you. No kidding. Just you said it, and we didn't stop at that. We changed your mind more for the interested party.

10

that the new law will not reduce the number of people who are not covered by the law. The law will not reduce the number of people who are not covered by the law.

12

standing the pillend at blone endlon

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100% at 100°C. The degradation curves were plotted against time on a logarithmic scale. The degradation curves were plotted against time on a logarithmic scale.

12

[illegible]

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1. The first of these is the fact that the Commission has not yet received any information from the Government of the United States regarding the results of its investigation of the activities of the American Friends Service Committee in the Philippines.

10

Microscopic view of a tissue section showing cellular structures and a prominent blood vessel.

10

THE UNIVERSITY OF CHICAGO

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1

JAN 25  
 REPORTING PERIOD

FEDERAL TRADE COMMISSION  
 FORM NO. 1

COMPUTATION OF THE SALES, AT STATION COST, PER 1,000 GALLONS OF  
 THE GASOLINE SOLD BY GASOLINE SERVICE STATIONS, UNITED STATES, 1934-1936

Service Stations, United States, 1934-1936

Average Sales of First 2 Hours and Average Sales of Subsequent 4 Hours of the  
 Gasoline Service Station Handling Specified Item

(Based On An Analysis of Total First and Two Sales for Passenger Cars)

Year	First 2 Hours			Subsequent 4 Hours		
	Total Sales by Service Stations (Col. 1)	Number of Stations Handling (Col. 2)	Average Sales per Station (Col. 3)	Total Sales by Service Stations (Col. 4)	Number of Stations Handling (Col. 5)	Average Sales per Station (Col. 6)
1934	\$292,070,309	124,235	\$2,350.57	\$113,408,122	133,497	\$8,461.18
1935	137,464,961	127,844	2,639.66	305,312,832	138,363	2,784.33
1936	371,116,430	131,703	2,817.79	423,735,636	141,486	2,994.89

Sources:

1. From Table 6, Col. 3
2. From Table 7, Col. 4
3. Data in Col. 1 divided by data in Col. 2. These estimates are, as pointed out, computed from data in Table 6 (data in Col. 4 less data in Col. 3).
4. Computed from data in Table 6 (data in Col. 4 less data in Col. 3).
5. From Table 7, Col. 6.
6. Data in Col. 4 divided by data in Col. 5.

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 3221-1914, HETI HETIATS TA, SHIAS ARE NO HETIATUNING

8. *sedent*

Listed by Station					
Total Value of Goods	Number of Stations	Number of Stations	Number of Stations	Number of Stations	Number of Stations
(Col. 1)	(Col. 2)	(Col. 3)	(Col. 4)	(Col. 5)	(Col. 6)

(2) 100 ml each each



Representative Exhibit 88

## FEDERAL TRADE COMMISSION

OFFICE OF JAMES C. HARRIS, JR., CHIEF

Representative Exhibit 88

DATE: JAN 1937

ACT REPORTED BY: JAMES C. HARRIS, JR.

By

## FEDERAL TRADE COMMISSION

EXHIBIT 88-11, EXHIBIT 88-12

Net Sales of Spark Plugs, Tires and Radios

Manufactured by 1935 Compared with 1934

TRA Sales at Station Cost per 1,000 Gallons of Gasoline Sold, Gasoline Service Stations, United States, 1934-1935

TRA DATA BASED ON AN ANALYSIS OF TOTAL TIRE AND TUBE SALES FOR PASSENGER CARS ONLY

Year	Tire and Tubes <sup>1</sup> (Col. 1)	Average Sales per Station of: Batteries and Accessories <sup>2</sup> (Col. 2)	Total Tire Products <sup>3</sup> (Col. 3)	Gasoline (Gallons) <sup>4</sup> (Col. 4)	Tire Sales per 1,000 Gallons <sup>5</sup> (Col. 5)	Percent Change from 1934
1934	\$9,330.97	\$2,561.18	\$1,011.75	139,701	\$73.86	+124.1
1935	\$8,639.66	\$2,704.93	\$1,409.12	146,344	\$59.10	+179.2
1936	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+160.0
1937	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+153.0
1938	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+107.2
1939	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+94.7
1940	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+79.9
1941	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1942	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1943	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1944	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1945	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1946	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1947	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1948	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1949	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1950	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1951	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1952	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1953	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1954	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1955	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1956	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1957	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1958	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1959	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1960	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1961	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1962	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1963	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1964	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1965	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1966	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1967	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1968	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1969	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1970	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1971	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1972	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1973	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1974	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1975	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1976	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1977	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1978	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1979	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1980	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1981	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1982	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1983	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1984	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1985	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1986	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1987	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1988	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1989	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1990	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1991	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1992	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1993	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1994	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1995	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1996	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1997	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1998	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
1999	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2000	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2001	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2002	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2003	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2004	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2005	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2006	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2007	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2008	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2009	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2010	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2011	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2012	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2013	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2014	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2015	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2016	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2017	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2018	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2019	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2020	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2021	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2022	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2023	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2024	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2025	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2026	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2027	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2028	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2029	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2
2030	\$2,617.79	\$2,994.09	\$1,012.68	141,300	\$71.97	+15.2

B. F. Goodrich Co.

Source: Fire &amp; Rubber Co. (a)

1. From Table 8, Col. 3.

2. From Table 8, Col. 3.

3. Sum of the data in the preceding two columns.

4. From Table 4, Col. 3.

5. Data in Col. 3 divided by data in Col. 4. These estimates are, as pointed out at many places, at station cost, i.e., at prices paid by gasoline service stations to suppliers.

(a) Fiscal year ends October 31.

(b) Fiscal year ends November 30.

(c) Fiscal year ends September 30.

SOURCE: Basic data from Standard & Poor's Corporation, Standard Corporation Descriptions, 1936.

RECEIVED  
JAN 10 1964  
U.S. DEPARTMENT OF JUSTICE  
FEDERAL BUREAU OF INVESTIGATION  
WASHINGTON, D.C. 20535

THE TOTAL NUMBER OF AIR VEHICLES IN TOTAL FLEET AND FLEET UNDER CONSTRUCTION AND ON ORDER

DATE	TIME	LOCATION	DESCRIPTION	AMOUNT	BALANCE
10-10-54	10:00	1000	1000	1000	1000
10-11-54	10:00	1000	1000	1000	1000
10-12-54	10:00	1000	1000	1000	1000
10-13-54	10:00	1000	1000	1000	1000
10-14-54	10:00	1000	1000	1000	1000
10-15-54	10:00	1000	1000	1000	1000
10-16-54	10:00	1000	1000	1000	1000
10-17-54	10:00	1000	1000	1000	1000
10-18-54	10:00	1000	1000	1000	1000
10-19-54	10:00	1000	1000	1000	1000
10-20-54	10:00	1000	1000	1000	1000
10-21-54	10:00	1000	1000	1000	1000
10-22-54	10:00	1000	1000	1000	1000
10-23-54	10:00	1000	1000	1000	1000
10-24-54	10:00	1000	1000	1000	1000
10-25-54	10:00	1000	1000	1000	1000
10-26-54	10:00	1000	1000	1000	1000
10-27-54	10:00	1000	1000	1000	1000
10-28-54	10:00	1000	1000	1000	1000
10-29-54	10:00	1000	1000	1000	1000
10-30-54	10:00	1000	1000	1000	1000
10-31-54	10:00	1000	1000	1000	1000

1. From Table 1, Col. 2.  
2. From Table 1, Col. 3.  
3. Sum of the data in the following two columns.  
4. From Table 1, Col. 3.  
5. Data in Col. 3 divided by data in Col. 1. These estimates are as printed in the original report, and are not subject to revision.



JAX 67

Respondent's Exhibit to

FEDERAL TRADE COMMISSION

DOCKET NO. 17

EXHIBIT NO. 17

IN THE MATTER OF

DATE 4/1/57

WITNESS

ACE REPORTING CO. 2044 R

PERCENTAGE INCREASE IN NET SALES, 1955 OVER 1945, FOR  
SPECIFIED TIRE AND RUBBER MANUFACTURERS.

Net Sales of Specified Tire and Rubber  
Manufacturers, 1955 Compared with 1945  
(Amounts are in thousands of dollars) COOPER (204.1)

	1945	1955	Percent Change 1955 from 1945
Cooper Tire & Rubber Co.	7,272	23,028	+204.1
General Tire & Rubber Co. (b)	105,908	295,731	+179.2
Mansfield Tire & Rubber Co.	28,670	74,556	+160.0
Dayton Rubber Co. (a)	27,328	69,150	+153.0
Armstrong Rubber Co. (c)	33,298	68,982	+107.2
Goodyear Tire & Rubber Co.	704,876	1,078,178	+94.7
B. F. Goodrich Co.	419,799	558,017	+79.9
Firestone Tire & Rubber Co. (a)	635,858	1,118,670	+75.6
Mohawk Rubber Co.	8,482	13,330	+56.9
Seiberling Rubber Co.	26,414	42,807	+61.8
United States Rubber Company	573,033	928,185	+61.6
Gordunoy Rubber Co.	4,880	7,305	+49.7
Lee Rubber & Tire Corp. (a)	35,702	45,912	+28.6

B. F. GOODRICH (79.9)

FIRESTONE (75.6)

MOHAWK (56.9)

SEIBERLING (61.8)

UNITED STATES (61.6)

GORDUNOY (49.7)

LEE (28.6)

(a) Fiscal year ends October 31.

(b) Fiscal year ends November 30.

(c) Fiscal year ends September 30.

SOURCE: Basic data from Standard & Poor's Corporation, Standard  
Corporation Descriptions, 1956.

0193

9131

FEDERAL TRADE COMMISSION

DATE \_\_\_\_\_  
WITNESS \_\_\_\_\_  
ACE REMITTING CO. 1000 14th St. N.W.  
WASHINGTON, D.C. 20004

(Amounts are in thousands of dollars)

1955-1956  
1957-1958  
1959-1960

1946	1945	1944
Goodrich Tire & Rubber Co.	35,702	7,771
Continental Tire & Rubber Co. (a)	107,908	107,908
Continental Tire & Rubber Co. (b)	28,678	28,678
Dayton Rubber Co. (a)	21,328	21,328
Armstrong Rubber Co. (c)	37,205	37,205
Goodyear Tire & Rubber Co.	108,700	108,700
B. F. Goodrich Co.	1,111,870	1,111,870
Firestone Tire & Rubber Co. (a)	633,858	633,858
Mohawk Rubber Co.	8,492	8,492
Seiberling Rubber Co.	52,418	52,418
United States Rubber Company	273,033	273,033
Goodyear Rubber Co.	1,880	1,880
Lee Rubber & Tire Corp. (a)	35,702	35,702

- (a) Fiscal year ends October 31.  
(b) Fiscal year ends November 30.  
(c) Fiscal year ends September 30.

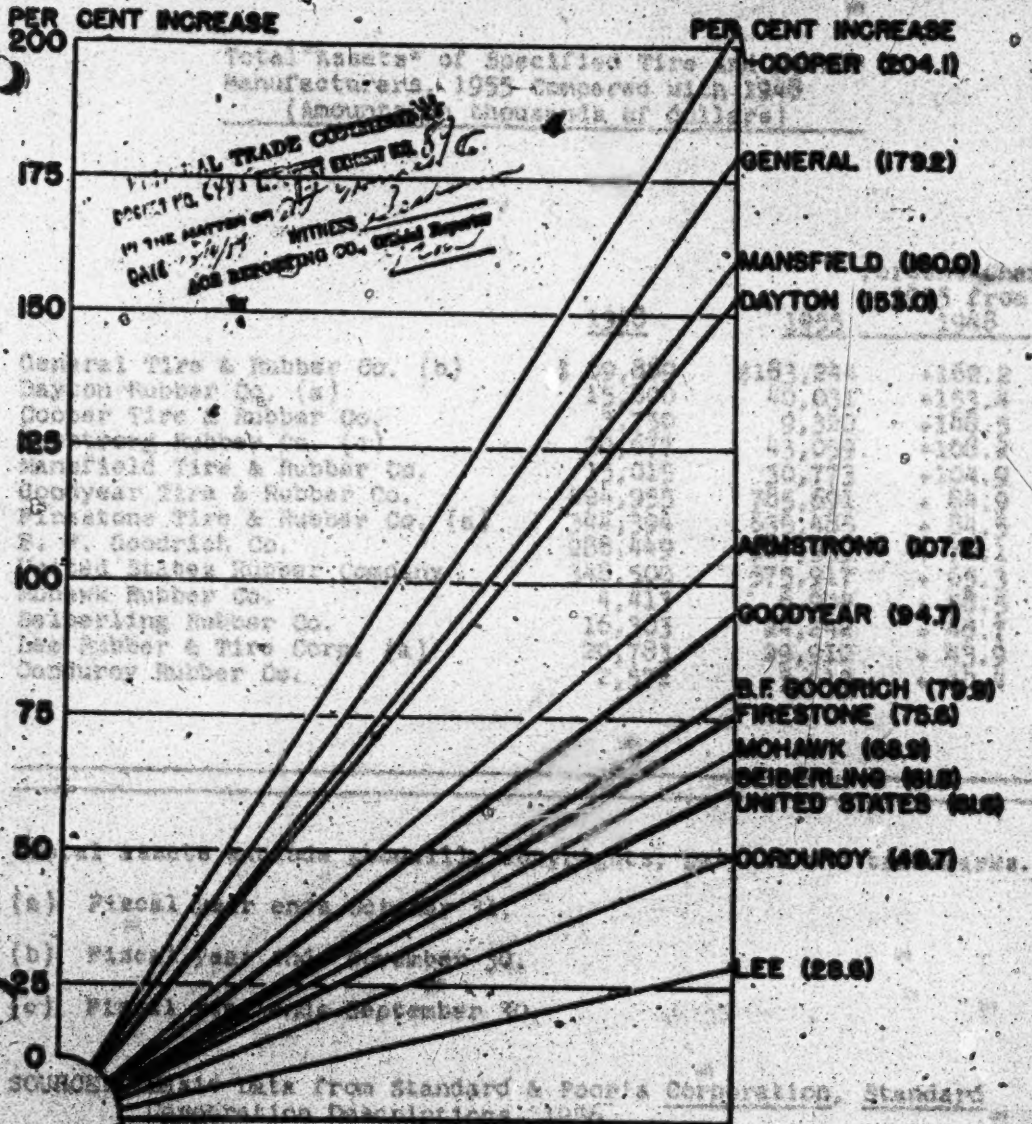
Source: Basis data from Standard & Poor's Corporation, Standard  
Corporation Description, 1956.



JAX 628  
Respondent's Exhibit 80

JAX 628  
Respondent's Exhibit 80

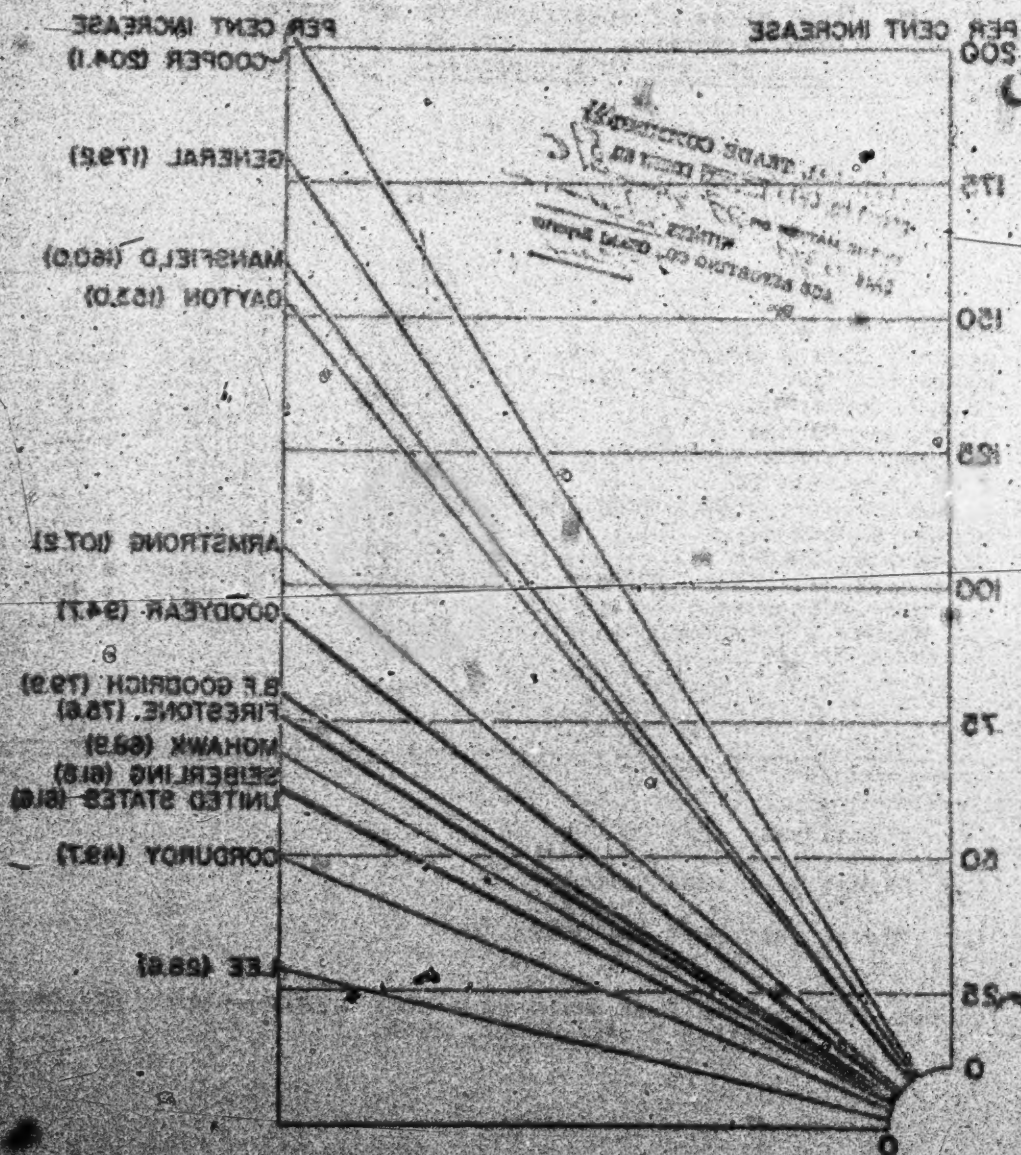
# PERCENTAGE INCREASE IN NET SALES, 1955 OVER 1948, FOR SPECIFIED TIRE AND RUBBER MANUFACTURERS



9133

9133

PERCENTAGE INCREASE IN NET SALES 1955 OVER 1948 FOR  
SPECIFIED TIRE AND RUBBER MANUFACTURERS





JAX 68  
Respondent's Exhibit 28

FEDERAL TRADE COMMISSION  
COUNT NO. (V), EXHIBIT ITEM NO. 70

IN THE MATTER OF

DATE 1/2/57

WITNESSES

AGE REPORTING CO. CHAS. H. HARRIS

PERCENTAGE INCREASE IN TOTAL ASSETS REPORTING CO. CHAS. H. HARRIS, FOR SPECIFIED TIRE AND RUBBER MANUFACTURERS

PER CENT INCREASE

PER CENT INCREASE

Total Assets\* of Specified Tire and Rubber Manufacturers, 1955 Compared with 1948 (Amounts in thousands of dollars)

IN THE MATTER OF  
DATE 1/2/57  
WITNESSES  
AGE REPORTING CO. CHAS. H. HARRIS

	1948	1955	Percent Change 1955 from 1948
General Tire & Rubber Co. (b)	\$ 69,800	\$183,244	+162.2
Dayton Rubber Co. (a)	15,800	40,091	+153.4
Cooper Tire & Rubber Co.	5,750	9,280	+61.4
Armstrong Rubber Co. (c)	20,677	43,029	+108.2
Manfield Tire & Rubber Co.	15,015	30,773	+104.9
Goodyear Tire & Rubber Co.	424,955	754,091	+77.4
Firestone Tire & Rubber Co. (a)	344,394	638,842	+85.5
B. F. Goodrich Co.	286,149	517,717	+80.9
United States Rubber Company	348,500	577,717	+65.7
Mohawk Rubber Co.	4,413	8,224	+86.4
Seiberling Rubber Co.	14,303	24,842	+73.0
Lee Rubber & Tire Corp. (a)	20,783	36,812	+77.2
Corduroy Rubber Co.	2,572	4,424	+72.0

\*Total assets exclude goodwill, copyrights, patents and trademarks.

(a) Fiscal year ends October 31.

(b) Fiscal year ends November 30.

(c) Fiscal year ends September 30.

SOURCE: Basic Data from Standard & Poor's Corporation, Standard Corporation Descriptions, 1956.

TOTAL ASSETS EXCLUDE GOODWILL, COPYRIGHTS, PATENTS, AND TRADE MARKS



FEDERAL TRADE COMMISSION  
 DOCKET NO. 1  
 IN THE MATTER OF  
 WITNESSES  
 DATE  
 AIC REPORTING CO. 0000000000

Total Assets of Specified Tire and Rubber Manufacturers, 1955 Compared with 1948  
 (Amounts in thousands of dollars)

Percent Change  
 1955 from  
 1948

1955	1948	
2,575	3,018	Continental Rubber Co.
50,703	50,710	Goodyear Tire & Rubber Co. (a)
10,303	54,345	Goodyear Tire & Rubber Co.
4,413	0,000	Goodyear Tire & Rubber Co.
948,200	375,917	Goodyear Tire & Rubber Co.
388,449	507,339	Goodyear Tire & Rubber Co.
344,394	038,482	Goodyear Tire & Rubber Co.
484,952	702,601	Goodyear Tire & Rubber Co.
18,012	30,773	Goodyear Tire & Rubber Co.
20,077	47,020	Goodyear Tire & Rubber Co.
3,750	9,350	Goodyear Tire & Rubber Co.
12,800	40,001	Goodyear Tire & Rubber Co. (a)
2,889	418,544	General Tire & Rubber Co. (b)

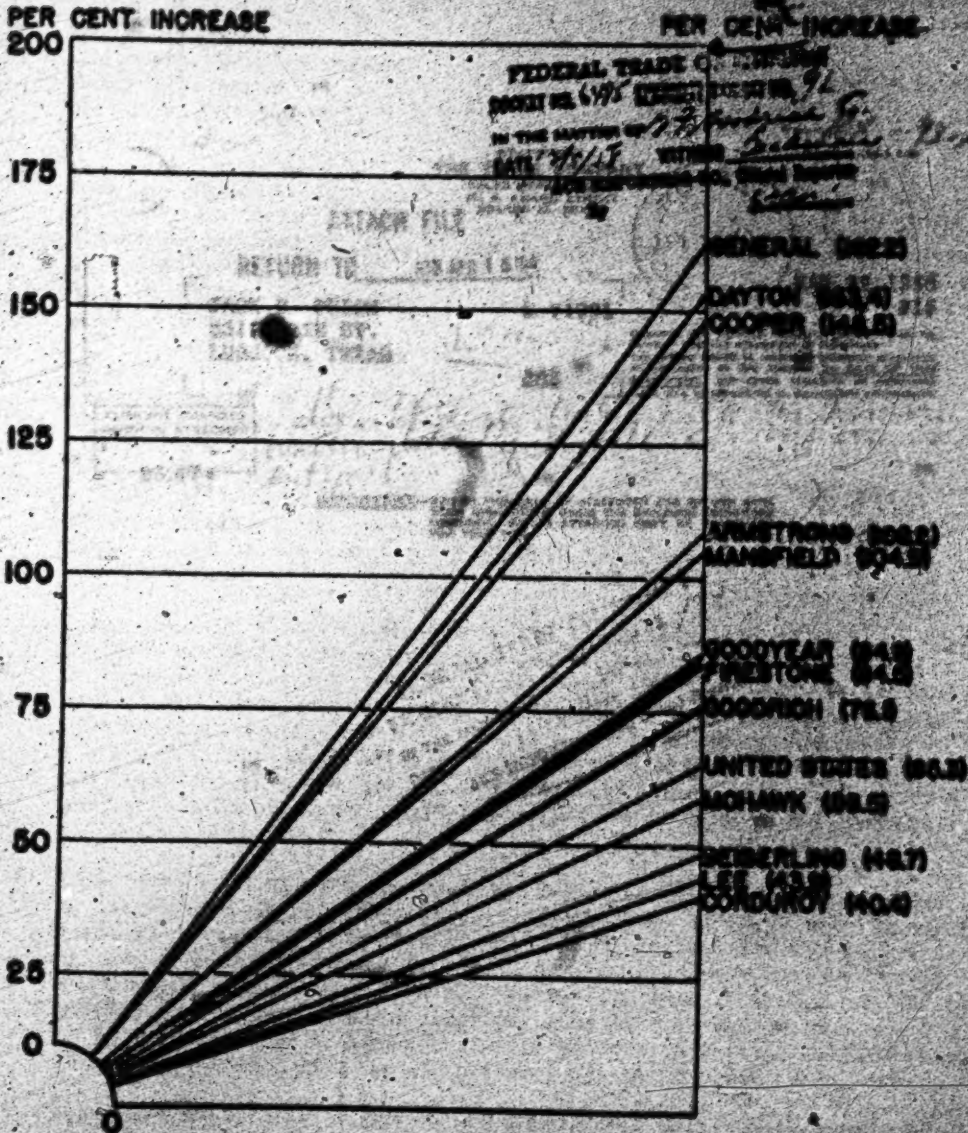
Total assets exclude goodwill, copyrights, patents and trademarks.

- (a) Fiscal year ends October 31.
- (b) Fiscal year ends November 30.
- (c) Fiscal year ends September 30.

SOURCE: Basic Data from Standard & Poor's Corporation, (Standard & Poor's Corporation Description, 1956).

JAX 80  
Respondents' Exhibit 81

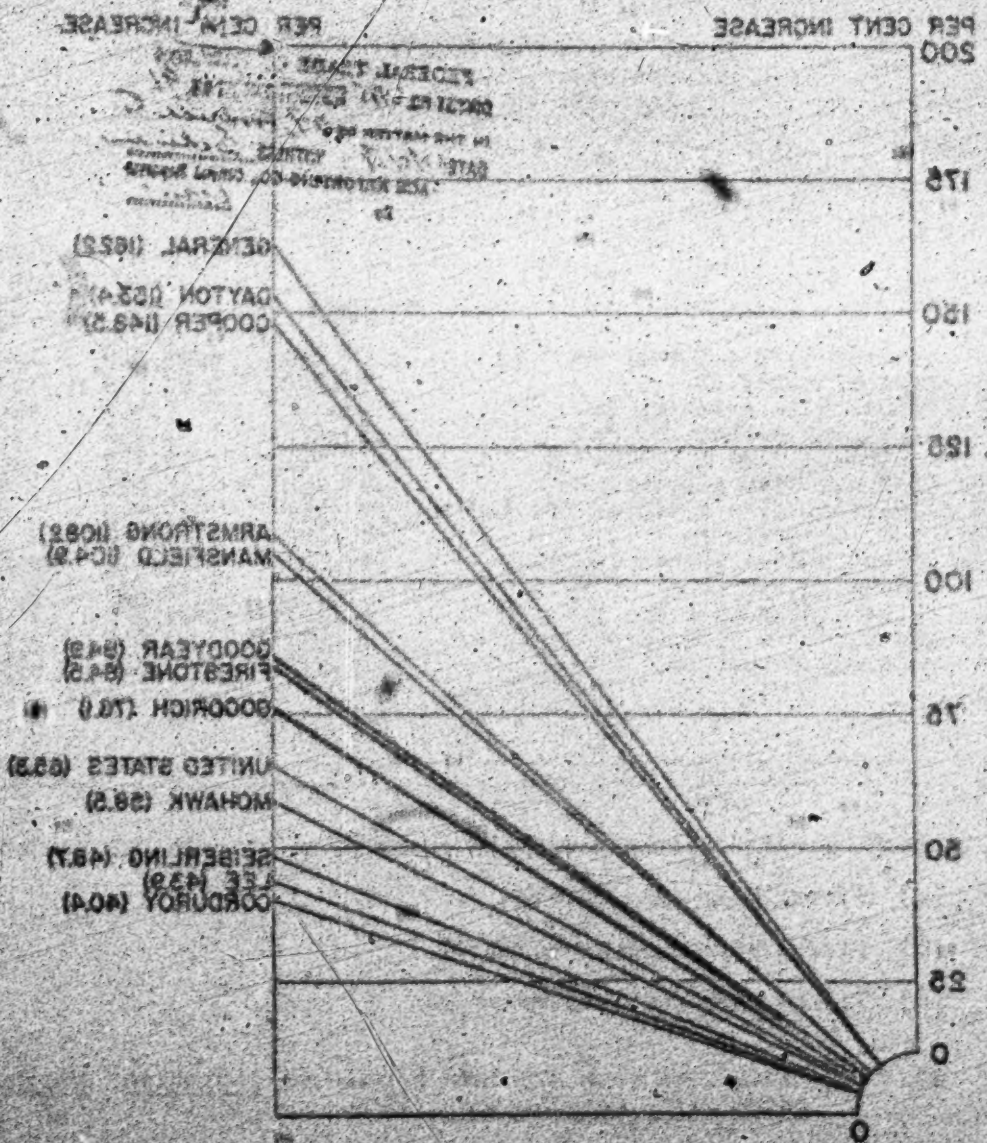
PERCENTAGE INCREASE IN TOTAL ASSETS, 1965 OVER 1948, FOR  
SPECIFIED TIRE AND RUBBER MANUFACTURERS



TOTAL ASSETS EXCLUDE GOODWILL, COPYRIGHTS, PATENTS,  
AND TRADE MARKS.

9137

PERCENTAGE INCREASE IN TOTAL ASSETS, 1933 OVER 1948, FOR  
 SPECIFIED TIRE AND RUBBER MANUFACTURERS



TOTAL ASSETS EXCLUDE GOODWILL, COPYRIGHTS, PATENTS,  
 AND TRADE MARKS



1957, 1958  
FEDERAL BUREAU OF INVESTIGATION  
WASHINGTON, D.C. 20535

Mr. J. H. Jones  
Assistant Division Manager  
Police Department  
The Texas Company  
Dallas 2, Texas

## ATTACH FILE

[illegible]

I ran the tire 2 weeks and tore it  
by there and built it a wheel and  
my wheel and tire. I was  
would be \$7.50 on another  
approximately \$7.00 or \$8.00  
I did recall the start time  
and I can buy the same one  
any service stations we I tell that I had been this-identified thoroughly and I  
will feel that way.

I had been trading with Walter Tabor paying cash and using my courtesy cards. My wife traded there all the time, averaging \$5.00 to \$7.50 a month counting gas & grease jobs, etc. I'm through now though, because apparently Walter has put his ideas and won't be bothered with an individual customer who has traded with him off and on for several years. So right now, I traded one off last week and the new one will be the first one I've started off on anything but Huelin in 15 years; but I've switched to Gulf because there is a station about two blocks from Walter's place on 24th street and it is pretty handy there.

I realize that these things do not concern The Frank Company because you cannot control them and that is just as it should be. I sincerely hope that Walter wakes up before it is too late someday because I've always had a high regard for him.

2000

1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 2679, 26

THE TEXAS COMPANY

UNCLASSIFIED  
EXCLUDED FROM AUTOMATIC  
DOWNGRADING AND  
DECLASSIFICATION  
DATE 01-11-2011 BY 60322

319 NCATTA

ST. MARY'S ST. MARY'S

10017

MAINT. & ROAD  
TE. STATE HIGH  
HART, KNOXVILLE

1957年10月1日

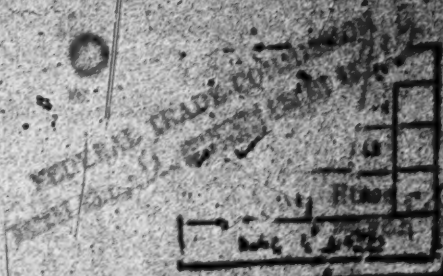
CELE

THE NEW YORK PUBLIC LIBRARY  
ASTOR LENOX TILDEN FOUNDATION  
500 5TH AVENUE  
NEW YORK 17, N.Y.

1. The first step is to identify the problem. This involves understanding the current situation and the goals that need to be achieved.



JAN 20  
Respondent  
Respondent Name MC



MAKING COPY  
BUTTER DIVISION  
JAN 21 1964  
FBI - 57th Street, New York  
JAN 21 1964  
FEDERAL TRADE COMMISSION  
WASHINGTON, D.C. 20540

Mr. I. B. Caldwell  
The Texas Company  
Mr. I. B. Shaw  
Assistant Division Manager  
Sales Department  
The Texas Company  
Dallas 8, Texas

Dear Mr. Caldwell:

Dear Mr. Shaw:  
I very greatly appreciate your letter in response to the I realize now that what I did when I wrote the statement on the statement which was returned to you was unethical for my part. However I feel that Mr. Shaw didn't treat me fairly at all and he and I both have quit trading with him.

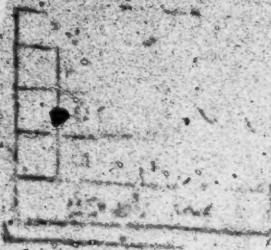
What happened was this: In February I had a tire which I had to replace. I was thinking in terms of a new tire because I travel all the time. However, the young man sitting on top of Walter's told me that I could get the same service from a used tire as from a new tire - which I obviously doubted, but Walter backed him up and said they would stand behind it and guarantee that I would get good service from it. I decided then if they were that good I'd try one because I had three other big ones on the car and it would be a good try to compare the service. I took the tire with the understanding that they would guarantee it.

I ran the tire 8 weeks and part of the tread came off of it, so I took it by there and left it - expecting a fair adjustment. When I went back to get my wheel and tire, I was told that the tire was half worn out and the exchange would be \$7.50 on another used tire - so as I saw that this would be too far approximately \$7.50 or \$8.00. The tire had been on approximately 8000 miles. I did recall the exact mileage, but I'm not sure. I didn't want a refund - and I can buy the same quality tire for less from a good store, practically any service station so I felt that I had been ripped-off thoroughly and I still feel that way.

I had been trading with Walter Shaw for a long time and using my courtesy cards, my wife traded there altogether, averaging \$5.00 to \$7.50 a month counting wash & grease jobs, etc. I'm sure I am honest, because I personally never had gotten Mr. Shaw and can't be bothered with an individual customer who has traded with him off and on for several years. In the last year, I traded one off last week and the new one will be in the truck and I'm looking out for trading the new one in 15 months but I've realized in this business there is a certain risk you take down from Walter's place on that street and it is pretty hard there.

I realize that these things do not concern the Texas Company because you cannot control them and that is just as it should be. I obviously have that Walter woke up before it is too late because I've almost had a high regard for him.

2111



3212 - 7th Street  
Lubbock, Texas  
May 7, 1936

FEDERAL TRADE COMMISSION  
WASHINGTON, D. C.

W. J. H. Payne  
Assistant Division Manager  
Sales Department  
The Texas Company  
Dallas 2, Texas

Dear Mr. Payne:

I realize now that what I did when I wrote the notation on the statement which was returned to you was unethical for on my part. However I feel that Mr. Larson didn't treat me fairly at all and my wife and I both have quite feeling with him.

What happened was this: In February I had a time when I had to request I was thinking in terms of a new life because I travel all the time. However the young man waiting on me at Walker's told me that I would get the same service from a lady as from a man this - which I seriously doubted, but Walter wanted his job and said they would stand behind it and guarantee that I would get good service from her. I decided then if they were that good I'd try one because I had three other new cars on the car and it would be a good time to compare the service. I took the drive with the understanding that the would guarantee it.

I ran the life - make and part of the tread along off of it, so I took it by there and left it - expecting a fair adjustment. When I went back to get my wheel and tire I was told that the tire was half worn out and the exchange would be \$7.50 on another tire - or on a new tire they would sell me one for approximately \$27.00 or \$28.00. The tire had been run approximately 6000 miles. I did not in the least mind, but I've forgotten. I didn't want a tread - and I can say the same thing for the tire from - some else, physically my service station as I tell that I had been time-treated thoroughly and I still feel that way.

I had been trading with Walter Larson paying cash and using my courtesy cards. My wife liked their service, averaging \$6.00 to \$10.00 a month according to a price tag. I'm through now though, because apparently Walter has no big ideas and can't be bothered with an individual customer who has traded with him off and on for several years. As two cars, I traded one off last week and the new one will be the first car I've traded off on anything but having in 15 years but I've switched to Gulf because there is a station about 50 miles from Walter's place on Ship street and it is pretty handy there.

I realize that these things do not concern the Texas Gulf oil because you cannot control them and that is just as it should be. I expected, however that Walter would be before it is too late because I've always had a high regard for him.

Jack H. Payne



Responsible: Estelle D. O.

FEDERAL TRADE COMMISSION  
DOCKET NO. 6-0-108-17

News, 14  
March 29

THE TESS COMPANY

Mr. I. H. Caldwell  
The Texas Company  
P.O. Box 1278  
Butte, Montana

Dear Mr. Caldwell:

I very greatly appreciate your letter in response to the letter I wrote you concerning a wire.

The brand name of the tire is U.S. Royal - Whit sidewall  
I feel that I am at approximately a \$25.00 loss.

Thanking you again, I am

Sincerely yours, Mr. Joseph H. ...  
Everett Olson, Minn.  
Hows School ...  
Hows, Idaho

and explained that he had written to you  
and would

Before the Bureau, and it was handled in a technical manner.

As Am enclosing your letter for reference.

Yours very truly,

**TUE TEXAS COUNTRY**

J. H. CALDWELL

91.12

Respondent's Exhibit 336

FEDERAL TRADE COMMISSION  
U.S. DEPARTMENT OF COMMERCE

Howe,  
Ketch

Howe, Thano  
March 29, 1928

Mr. I. H. Caldwell  
The Texas Company  
P.O. Box 1578  
Butte, Montana

Dear Mr. Caldwell:

I feel that I am at approximately a \$25.00 loss.  
The brand name of the tire is U.S. Royal. The actual  
tire I wrote you concerning a time. I very greatly appreciate your letter in response to

Thanking you again, I am

Howe, Idaho  
Howe School  
Everett Adams, Prin.  
Sincerely yours,

Small Town D

be an enclosing your letter for reference.

SALES DEPT.  
BUTTE DIVISION  
MAR 31 1980



THE TEXAS COMPANY

TEXAS PETROLEUM PRODUCTS

Mr. Everett L. Odams, Principal  
Horse School  
Horse, Idaho

Dear Mr. Odams:

Reference is made to previous correspondence concerning the 15 x 1800 tire which you purchased in the summer of 1957 from the O & N Auto Service in La Grande, Oregon.

We have a detailed report from our Seattle office, and based upon the information furnished, it appears the tire in question was a recap and dealer Woodell so advised you at the time of the sale. According to Mr. Woodell's records, the recap tire sold for \$16.00, and he advised you there was no guarantee on a used recap tire.

Furthermore, Mr. Woodell stated he wrote to you and explained that he did not guarantee the tire and would be unable to make any adjustment.

It appears this sale was fully explained to you before the purchase, and it was handled in a businesslike manner.

We greatly appreciate your business and are sorry such an incident occurred.

Yours very truly,

THE TEXAS COMPANY

W. CALDWELL

*no more new tires  
I was not sure  
that you did if  
you are Co  
we can't take  
this is not  
not his Co  
is a whole  
mess deal  
will  
and  
I can't  
find  
patronage  
Co. was and company connected with  
I need more money, shop or home*



RESPONSE, Exhibit 934

THE TEXAS COMPANY

STATE DIVISION  
BUREAU OF INVESTIGATION  
WASHINGTON, D. C.

Mr. Everett L. Ochs  
Home School  
Home, Idaho

Dear Mr. Ochs:

Reference is made to letter from your residence con-  
taining the 12 x 1800 tire which was purchased in the amount  
of \$12.00 from the E. H. Auto Service in La Grange, Oregon.

We have a detailed report from our Seattle office  
and based upon the information furnished, it appears the tire  
in question was a "new" and dealer should be advised you it  
the time of the sale. According to Mr. Ochs's return  
the tire was sold for \$12.00 and he advised you there was  
no evidence on a used tire.

Furthermore, Mr. Ochs's record he wrote to you  
and explained that he did not purchase the tire and would  
be unable to make any adjustment.

If you are this sale was fully explained to you  
before the purchase, and it was made in a satisfactory  
manner.

We greatly appreciate your business and any other  
such an incident occurred.

Yours very truly,

THE TEXAS COMPANY

W. H. CALDWELL

# TBA Newsletter

7/74

NEW YORK DIVISION

FEDERAL TRADE COMMISSION  
DOCKET NO. 100-1-1074  
IN THE MATTER OF THE FIRESTONE DRI-CHARGED BATTERY  
DATE 7/1/51  
ACQUITTANCE CO. 100-1-1074  
New York 17, N.Y., July 1, 1951  
The Firestone Dri-Charged Battery is operated in  
New York 17, N.Y., July 1, 1951  
The Firestone Dri-Charged Battery is operated in  
New York 17, N.Y., July 1, 1951

## FIRESTONE TO MARKET NEW DRI-CHARGED BATTERY EARLY THIS FALL

To give you complete data regarding this new revolutionary unit, we show below questions and answers covering its amazing story.

1. Q - What is the Firestone Dri-Charged Battery?  
A - A Firestone Dri-Charged Battery is a revolutionary new storage battery for cars, trucks, tractors and for all applications in connection with the starting and operation of combustion engines.
2. Q - What is new about the Firestone Dri-Charged battery?  
A - The new battery is (1) a "dry" battery when it is manufactured, when it is shipped, and when it is delivered to the retailer's shop; (2) the new battery is "born" the moment the acid is added just a few minutes before it is placed in the consumer's car -- the first day in the life of the new Firestone Dri-Charged battery is used in the operation of the vehicle.  
(Up to this time, the life of modern storage batteries began at the factory. The acid in the batteries began its attack on the plates before the new batteries left the manufacturers. The life continued to seep out of the batteries in warehouses and in the hands of dealers where they often remained on shelves for months before actual sale.)
3. Q - How is it possible to manufacture the new Dri-Charged battery?  
A - The development of (1) a new glass (dioxaceous-earth-fiberglass composition) separator and (2) a bottle (polyethylene plastic) that is impervious to acid and a container for the indefinite holding and storage of acid, make the new battery possible. The Dri-Charged separators stay at top strength until acid is added -- for months and even years. The new acid containers, shipped separately to dealers, will hold the acid at full strength indefinitely.

SP171  
SP192  
SP192B

LD172	26.25	1.25	22.25	1.18	25.53
LD173	27.00	1.25	25.50	1.21	26.71
LD174	28.00	1.25	26.75	1.24	28.00
LD192	26.75	1.25	25.50	1.18	26.71





# THE NEW YORK TIMES

NEW YORK, N.Y., July 1, 1932

NEW YORK, N.Y., July 1, 1932

## REPORT NEWS

FIRSTONE TO MARKET NEW DRI-CHARGED BATTERY EARLY THIS FALL.

To give you complete data regarding this new revolutionary unit, we show below questions and answers covering the amazing story - READ CAREFULLY.

1. Q - What is the Firstone Dri-Charged Battery?

A - A Firstone Dri-Charged Battery is a revolutionary new storage battery for cars, trucks, tractors and for all applications in connection with the starting and operation of combustion engines.

2. Q - What is new about the Firstone Dri-Charged battery?

A - The new battery is (1) a "dry" battery when it is manufactured, when it is shipped, and when it is delivered to the retailer's shop; (2) the new battery is "born" the moment the acid is added just a few minutes before it is placed in the consumer's car. -- The first day in the life of the new Firstone Dri-Charged battery is used in the operation of the vehicle. Up to this time, the life of modern storage batteries began at the factory. The acid in the batteries began its attack on the plates before the new batteries left the manufacturers. The life continued to seep out of the batteries in warehouses and in the hands of dealers where they often remained on shelves for months before actual sale.

3. Q - How is it possible to manufacture the new Dri-Charged battery?

A - The development of (1) a new glass (dioxosonous-earth-liberated composition) separator and (2) a porous (polyethylene plastic) that is impervious to acid and a generator for the indefinite holding and storage of acid, make the new battery possible. The Dri-Charged separator stays at top strength until acid is added--for months and even years. The new acid containers, shipped separately, will hold the acid as full strength indefinitely.



JAX 68  
Respondent's Exhibit 97B

FEDERAL TRADE COMMISSION  
BUREAU OF CONSUMER AFFAIRS  
WASHINGTON, D. C. 20540

-2-

4. Q - Will the Dri-Charged battery perform the same as an ordinary battery after being put into service?

A - After acid is added to a Dri-Charged battery it operates in exactly the same manner as a wet battery. However, since it is absolutely fresh and has the new type separator, its life is greater than the ordinary battery.

5. Q - Will the Dri-Charged battery require the addition of distilled water as frequently as a regular battery?

A - The amount of water that must be added to any battery in service is dependent only on the amount of charge which the battery receives. There is no difference in operation of the new Dri-Charged battery after acid has been added.

6. Q - Will the Dri-Charged battery with special processed plates deteriorate as quickly from lack of water as the present battery?

A - After the Dri-Charged battery is put into service, it operates in the same manner as a wet charged battery and, therefore, may be damaged by failure to add water when necessary, the same as a wet battery.

7. Q - Will the Dri-Charged battery last as long as the ordinary battery?

A - The Firestone Dri-Charged battery will last longer than the ordinary battery. All Dri-Charged batteries are guaranteed for three months longer than the ordinary battery. All of the life built into the Dri-Charged battery is used by the consumer.

8. Q - How much more will a Dri-Charged battery cost?

A - Since Dri-Charged batteries will last longer than ordinary batteries and have a three months' longer guarantee, the cost per month of service is less than the ordinary battery.

CUSTOMER COST PER MONTH COMPARISON

Type	List	Dri Charged C/P Month	Serv. Units	List	Wet Charged C/P Month	Serv. Units
SP171	\$29.45	\$ .89	33	\$27.95	\$ .93	30
SP192	35.00	1.00	33	31.50	1.03	30
SP192B	34.75	1.03	33	33.25	1.11	30
LD151	22.75	1.08	21	21.25	1.18	18
LD172	25.25	1.25	21	24.75	1.37	18
LD172B	27.00	1.28	21	25.50	1.41	18
LD172F	26.00	1.24	21	24.50	1.35	18
LD192L	26.75	1.27	21	25.25	1.40	18

8259

7061



EXHIBIT 97H

- Q - Will the Dri-Charged battery perform the same as an ordinary battery after being put into service?
- A - After acid is added to a Dri-Charged battery it operates in exactly the same manner as a wet battery. However, since it is absolutely fresh and has the new type separator, its life is greater than the ordinary battery.
- Q - Will the Dri-Charged battery require the addition of distilled water as frequently as a regular battery?
- A - The amount of water that must be added to any battery in service is dependent only on the amount of charge which the battery receives. There is no difference in operation of the new Dri-Charged battery after acid has been added.
- Q - Will the Dri-Charged battery with special processed plates deteriorate as quickly from lack of water as the present battery?
- A - After the Dri-Charged battery is put into service, it operates in the same manner as a wet charged battery and, therefore, may be damaged by failure to add water when necessary. This same as a wet battery.
- Q - Will the Dri-Charged battery last as long as the ordinary battery?
- A - The Firststone Dri-Charged battery will last longer than the ordinary battery. All Dri-Charged batteries are guaranteed for three months longer than the ordinary battery. All of the life built into the Dri-Charged battery is used by the consumer.
- Q - How much more will a Dri-charged battery cost?
- A - Since Dri-Charged batteries will last longer than ordinary batteries and have a three months' longer guarantee, the cost per month of service is less than the ordinary battery.

COMPARISON COST PER MONTH OF SERVICE

Type	Life	Dri-Charged 1/2 Month	Life	Wet Charged 1/2 Month	Life	Wet Charged 1/2 Month
9717	25.00	1.00	31	27.00	1.08	20
9718	25.00	1.00	32	27.00	1.08	20
9719	25.00	1.00	33	27.00	1.08	20
1011	25.00	1.00	34	27.00	1.08	20
1012	25.00	1.00	35	27.00	1.08	20
1013	25.00	1.00	36	27.00	1.08	20
1014	25.00	1.00	37	27.00	1.08	20
1015	25.00	1.00	38	27.00	1.08	20
1016	25.00	1.00	39	27.00	1.08	20
1017	25.00	1.00	40	27.00	1.08	20
1018	25.00	1.00	41	27.00	1.08	20



JAX 617  
 Respondent: CHAM WTC  
 Respondent: Exhibit 28

FEDERAL TRADE COMMISSION  
 1974 (1974)  
 3-11

Group #1		Cost Per Month		Group #2		Cost Per Month	
		NY	LA			NY	LA
SP171	LD151	\$ .60	\$ .73	SP192	LD172	\$1.00	\$1.01
		1.00	1.10			1.25	1.37

Receives: J. H. Franklin  
 L. V. Gorman  
 L. H. Gorman  
 L. G. Gorman

Continued

In another letter today we advised you of respondents 1974 Marine Sales, Inc. and Sales, Inc. and L. V. Gorman who have announced their intent to take effect of the new plan.

A copy of the answer has been mailed by Special Agent to all of our representatives and locations as they are being informed by regular mail, all details and cost the information on the new plan. All Gorman district personnel have been alerted and will contact every dealer for the new plan and take required action.

The 1974 Federal contains some new features on value protection which make it a very attractive to dealers. The distribution of substantial rewards is possible to all dealers of value protection in special sales promotional events in the amount of \$100,000 to \$1,000,000 in value.

Please let your divisions be aware of this plan and contact in referring the details of this plan to all dealers.

Yours very truly,

9230

LIBRARY OF THE  
U.S. DEPARTMENT OF AGRICULTURE  
WASHINGTON, D.C.

[illegible]

RECEIVED  
FIRESTONE  
RECEIVED

THE TEXAS EXHIBIT

NEW YORK, N. Y., December 1, 1935

FEDERAL TRADE COMMISSION  
WASHINGTON, D. C.  
RECEIVED  
DEC 1 1935  
MAIL ROOM  
FIRESTONE CO. CHAIRMAN

THE TEXAS EXHIBIT  
RECEIVED  
FIRESTONE  
RECEIVED

Messrs. J. E. Fannill  
L. F. Raymond  
D. H. Monroe  
L. B. Warren

Gentlemen:

In another letter today we advise you of Firestone's 1936 Spring Latex Tire Selling Plan, and Mr. P. Goodrich have now announced their latter program to take effect at the same time.

A copy of the booklet has been mailed by Goodrich to all of our Representatives (The Association) so they can become thoroughly familiar with all details and see the inter-union on to the field organization. All Goodrich tire and personnel have been alerted and will canvass every dealer for their tire and tube requirements.

The 1936 Program contains some new features on price protection which should make it very attractive to dealers. The elimination of uncertainty regarding possible loss on account of price increases or special price promotional events should encourage dealers to place orders earlier and more.

Please ask your divisions to cooperate with Goodrich in bringing the advantages of this plan to all dealers.

Yours very truly,

W.H.K.B.

A. L. GORDON, JR.

W.H.M.B.

For Sale - Motorists - Dealers - All Around  
Dealer Service Representatives - All Around

02-11





JAN 28  
Respondents' Exhibit 100  
Respondents' Exhibit 101A

THE TEXAS COMPANY

New York 17, N.Y., January 26, 1954

PETROLEUM PRODUCTS, INC.

T.B.A. PROGRAM  
B. F. GOODRICH  
1954 MERCHANDISING PROGRAM  
TELCO STATIONS

To: Zone Managers  
Merchandising Salesmen  
General Salesmen

Gentlemen:

The B. F. Goodrich Company recently announced what we believe to be the most outstanding dealer promotional program ever put forth by any tire company.

Included in the program are some really effective direct mail pieces, attractive display material, individual service station objectives and prizes.

Complete details of this program will be explained by the Goodrich salesman or supply point representative.

Your help and cooperation is going to be necessary, and I am asking each of you to put your shoulder to the wheel so that each of your dealers may not only do a better T.B.A. job but also increase their petroleum sales.

Yours very truly,

R. L. SUNDERS, JR.

LVK:MD

cc: L. Lewis - RM Marshall - J. Breiner - R. Goodrich  
Dealer Service Representatives - R. Wilson

2063



Respondents, Exhibit 100

New York 17, N.Y., January 26, 1934

THE TEXAS COMPANY

T.B.A. PROGRAM  
B.F. DOWDITCH  
TEXAS COMPANY  
TEXAS CO STATIONS

RECEIVED  
JAN 27 1934  
FEDERAL TRADE COMMISSION  
WASHINGTON, D.C.

To: General Managers  
Representing Stations  
General Salesmen

The B. F. Dowditch Company recently announced  
that we believe to be the most outstanding dealer who  
national program ever put forth by any life company.

Included in the program are some really effective  
live direct mail pieces, attractive display material,  
individual service question objectives and plans.

Complete details of this program will be ex-  
plained by the Dowditch salesman or apply for more  
conclusive.

Your help and cooperation is going to be  
necessary, and I am asking each of you to put your  
thoughts to the wheel so that each of your dealers  
may not only do a better T.B.A. job but also increase  
their personal sales.

Yours very truly,

R. L. SUMMERS, JR.

LVR:MD

cc: Lela - Philadelphia - Whelan - New York  
Dealer Service Representatives - New York

2233

JAN 1941

Respondents' Exhibit 101A

101-8

# PUROLATOR PRODUCTS, INC.

MANUFACTURERS OF FILTERS

October 27th  
1940

Mr. E. Velle,  
Texas Oil Company,  
Chrysler Building,  
New York, New York.

Dear Mr. Velle:

I thought you would be interested in seeing a copy of the winners in our Purolator Seal of Protection Campaign, which we finished a couple of months ago. All of the winners got a \$20.00 War Bond for their efforts in helping to sell more filters.

Yours very truly,

PUROLATOR PRODUCTS, INC.

General Sales Manager

After-Market Division

Alvin H. Atkinson  
Harrisburg, Ark.

Charles G. Montgomery  
Madison, Wis.

Robert A. Burdette  
Moline, Ill.

Verne E. Anderson  
Denver, Colo.

Bernett J. Lawrence  
Albany, N.Y.

Richard Joseph Zakrasinski  
Kalamazoo, Mich.

John Barbieri, Jr.  
Barby, Ohio

Raymond E. or  
L. Leslie Holtzman  
Mesa, Idaho

Arthur E. Hollenberg

James Davis

Wilbur C. Struck  
Beverly, Ill.

James B. Lightman

Steve Andrey  
Benton, Ark.

Sam A. King

Austin J. Jones

Alfred E. Boer  
Champaign, Ill.

Joseph M. Papicello  
New Rochelle, N.Y.

Walter G. Chastore  
Champaign, Ill.

FILED IN THE MATTER OF THE ESTATE OF JAMES D. BURDETTE, DECEASED. DATE 1/1/41 BY THE CLERK OF THE COURT.

9265

CC31

PER OLATOR PRODUCTS, INC.

ANALYTICAL CHEMISTRY

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 1-1-1-1-1-1  
 1-1-1-1-1-1  
 1-1-1-1-1-1

October 1951

Mr. M. White,  
Texas Oil Company,  
Cuyahoga Building,  
New York, New York.

I thought you would be interested in seeing a copy of the  
minutes in my Father's Hall of Representative Campaign, which  
we finished a couple of months ago. All of the minutes got  
a \$25.00 War Bond for their efforts in helping to sell more  
bonds.

• , 9000 7000 6000  
• 8000 7000 6000

SECRET  
General John H. Mendenhall  
Colonel J. H. Mendenhall

1453



JAX 541  
Respondents' Exhibit 101B

Respondents' Exhibit 102A

TEXACO OIL COMPANY

FEDERAL TRADE COMMISSION

COMET BLDG. 435. F. T. C. BLDG. 411

Willie Harding Bradford  
Dearborn, Mich.  
August 20, 1945

NY Harvey Dean  
Brooklyn, N.Y.

five

Donald E. Ray  
Hardwick, Vermont

chi John E. Glaser, Sr.  
Brentwood 17, Mo.

five

Laurence Lindsey Western  
Pueblo, Colo.

Michael O'Connell, Jr.  
Fairview, Mass.

NY James Jandale  
Peterson, N.J.

five

Edna M. Briggs  
Marshall, N.J.

George Allen Douglas  
Tennant, N.J.

chi Robert Warren Bartholomew  
Elgin, Ill.

R.O.

Bob B. Oriant  
Kosciusko, Miss.

five Aaron Sanders  
Austin, Texas

my Paul Fure  
Brynast, N.Y.

seven

Thomas Albert Ascher  
Robbinsdale, Minn.

my Jack Sager  
Brooklyn, N.Y.

my John A. Cocco  
Kingston, N.Y.

seven

Dale Arthur Davis  
Omaha, Neb.

Pauline Gagliardi  
Longwood, N.Y.

nov Sydney Harding Smith  
Washington, D.C.

seven

Alfonso G. Colangelo or  
Henry J. Colangelo  
Merion, Pa.

my Edward H. Bostock  
Madison, Wis.

my

Raphael Thaler  
Paterson, N.J.

La George Firooshian  
Los Angeles 6, Calif.

sol

Luther T. Hollabaugh  
Amarillo, Tex.

my Peter Sailer  
Plain, Pa.

sol

James Padley  
Verona, N.J.

La Gerald J. Anderson, Sr.  
Madison, Wis.

nov

James F. Hargreaves  
Milwaukee, Wis.

N.O. Alton E. Atkinson  
Harrison, Ark.

my

Vincent Williams  
Oakland, Penna.

my Charles O. McCaughey  
Madison, Wis.

chi

Wilbur E. Stucke  
Barrington, Ill.

ad. Robert E. Barfield  
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ad.

David Lewis Wilson, Sr.  
Baltimore, Md.

my Paul E. Anderson  
Denver 22, Colo.

my

Steven Andrew Mason  
Boston, N.J.

chi Robert J. Lawrence  
Glenview, Ill.

my

Sam A. King  
Marion, N.J.

chi Richard Joseph Zakrzewski  
Pittsburgh, Pa.

my

Alfred E. Best  
Camden, N.J.

Pro John Bertoni, Jr.  
Beverly, Calif.

my

James M. Gagliardi  
New York, N.Y.

Pro William E. E.  
Boys, Idaho

my

Youngstown 12, Ohio

Pro William E. E.  
Boys, Idaho

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Youngstown 12, Ohio

Pro William E. E.  
Boys, Idaho

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Youngstown 12, Ohio

Pro William E. E.  
Boys, Idaho

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Youngstown 12, Ohio

Pro William E. E.  
Boys, Idaho

my

Youngstown 12, Ohio

161-8

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3. Minn.  
2. N.J.  
3. N.C.  
3. Atl.  
3. Okla.  
1. Butte  
1. Dallas  
1. Houston  
1. Los Angeles  
1. New York  
1. San Francisco  
1. Seattle  
1. Washington  
1. Wichita  
1. Youngstown

265

RESPONDENTS, EXHIBIT 101B

JAN 21

TEXAS OIL COMPANY

Harry Baum	Donald N. Day	Wills Harding
Brooklyn, N.Y.	Lawrence, Vermont	Leahorn & Michigan
John H. Givens, Jr.	Lawrence Lindsay Westcott	Michael Opatow, Jr.
Greenwood IV, Mo.	Proctor, Colo.	Palmyra, Mass.
James Jackson	Edwin M. Briggs	George Alfred Douglas
St. Louis, Mo.	Montclair, N.J.	Tennock, N.J.
Robert Warren Bartolomew	Bob E. Bryant	Arion Sanders
Elgin, Ill.	Kosciusko, Miss.	Austin E. Tamm
Paul Yarn	Thomas Albert Barker	Jack Payer
Brooklyn, N.Y.	Brooklyn, N.Y.	Brooklyn, N.Y.
John A. Cass	John A. O'Neil Davis	Philip Dagland
Kingsport, N.Y.	Omaha 2, Neb.	Los Angeles, N.Y.
George Bailey Smith	Alfred C. Colangelo	Alfred C. Colangelo
Washington, D.C.	Henry J. Colangelo	Henry J. Colangelo
Kenneth M. Swanson	London, Pa.	London, Pa.
Montego, Minn.	Robert Thayer	Robert Thayer
George Robinson	Robert T. Hollingsworth	Robert T. Hollingsworth
Los Angeles 6, Calif.	Austin, Tex.	Austin, Tex.
Peter Keller	James Taylor	James Taylor
Palma, Pa.	Verona, N.J.	Verona, N.J.
Orville J. Anderson, Jr.	James Earl Thompson	James Earl Thompson
London, Ala.	Richmond, Va.	Richmond, Va.
Alfred H. Atkinson	Wincent R. Atkinson	Wincent R. Atkinson
Warrington, Ark.	Richmond, Tenn.	Richmond, Tenn.
Charles G. McCord	William O. Stokes	William O. Stokes
Madison, Wisc.	Westborough, Ill.	Westborough, Ill.
Robert G. Bartlett	David Leroy Wilson, Jr.	David Leroy Wilson, Jr.
Calgary, Alta.	Worcester, S.C.	Worcester, S.C.
Yarns E. Anderson	Charles Andrew Hark	Charles Andrew Hark
Denver 20, Colo.	Montreal, N.Y.	Montreal, N.Y.
Frederic J. Lawrence	Sam A. King	Sam A. King
Olney City, Mo.	Austin J. Cox	Austin J. Cox
Richard Joseph Kornacker	Alfred B. Post	Alfred B. Post
Kalamazoo, Mich.	Greenland 25, Ohio	Greenland 25, Ohio
John Sanford, Jr.	Joseph M. Tapscott	Joseph M. Tapscott
Pratt, Conn.	New Rochelle, N.Y.	New Rochelle, N.Y.
Raymond H. W.	Walter G. Campbell	Walter G. Campbell
Y. Lucille Dutton	Yonkers 12, Ohio	Yonkers 12, Ohio
Long, Idaho		

1-2-3-4-5-6-7-8-9-10-11-12-13-14-15-16-17-18-19-20-21-22-23-24-25-26-27-28-29-30-31-32-33-34-35-36-37-38-39-40-41-42-43-44-45-46-47-48-49-50-51-52-53-54-55-56-57-58-59-60-61-62-63-64-65-66-67-68-69-70-71-72-73-74-75-76-77-78-79-80-81-82-83-84-85-86-87-88-89-90-91-92-93-94-95-96-97-98-99-100



**Respondents' Exhibit 102A**

(9266)

August 20, 1948.

Mr. Louis M. Faber  
Retail Gasoline Dealers Association  
519 North 16th Street  
Milwaukee, Wisconsin

Dear Lou:

When last I saw you in Washington you discussed with me the policy of The Texas Company with respect to the sale of accessories through service stations and stated that the only report you had of an adverse nature was in connection with the Don O'Connell Service Station at 60th and Vleit, Wauwatosa, Wisconsin.

Because we have a definitely established policy in our Company which prohibits the exerting of influence or pressure on any dealer with respect to his purchases of TBA merchandise, I was rather concerned with this report and determined to investigate it immediately. This was done and for your information I give you my findings:

Our Representative in charge of the Milwaukee area, Mr. Blackburn, is one of our most dependable men and understands our policies thoroughly. I found, as you indicated, that Mr. O'Connell had been selling Great Northern batteries for some time and further that he still sells them. In discussing accessory sales our Representative undoubtedly pointed out to Mr. O'Connell, as he might to any other Texaco dealer, that his business might be more profitable if he handled some nationally advertised brands of accessories, and in this case we are advised that Mr. O'Connell called in the Firestone salesman to discuss the matter with

(JAX 642 continued on next page)

Respondents Exhibit 102A

(9266)

August 20, 1948

Mr. Louis M. Fisher  
Federal Gasoline Dealers Association  
515 North 10th Street  
Milwaukee, Wisconsin

Dear Sir:

I received your letter of August 18, 1948, in which you stated that the policy of the Texas Company with respect to the sale of gasoline through service stations and stated that the only report on hand of an adverse nature was in connection with the Dallas-Ft. Worth Service Station at 8001 and 8003 North 10th Street, Ft. Worth, Texas.

It seems we have a different established policy in our company with respect to the sale of gasoline at service stations. I was unable to locate the report to the purchase of this gasoline. I was unable to locate the report and the report was not investigated. This was done and I am sorry to say I give you my findings.

Our representative in charge of the Milwaukee area, Mr. [Name], is one of our most dependable men and understands our policies thoroughly. I found, as you indicated, that Mr. O'Connell had been selling Great Northern batteries for some time and further that he still sells them. In discussing necessary sales our representative mentioned that he might be able to sell to any other Texas dealer that his business might be more profitable. It is pointed out that his business might be more profitable if he handled some nationally advertised brands of accessories and in this case we are advised that Mr. O'Connell called in the Milwaukee area to discuss the matter with

*Respondents' Exhibit 102A*

him. Our people did not indicate in any way that the handling of Firestone merchandise or any other kind of merchandise had any bearing on Mr. O'Connell's contractual or lease agreements with us. I further learn that as a result of an agreement between Mr. O'Connell and Firestone he enjoys a very favorable price on Firestone batteries and that he is well pleased with his arrangement.

Early this spring The Texas Company made some improvements at this service station including new fluorescent lighting and a complete set of counters in the salesroom for the purpose of displaying automobile accessories. Several lines of TBA merchandise are on display and a casual review shows Gates fan belts, Dole thermostats, Durkee inner radiator cleaner, Zecol polish, Richardson fishing rods and a number of other items, which would hardly indicate that Mr. O'Connell is anywhere near 100% Firestone or 100% anything else.





## Respondents' Exhibit 102B

(9267)

Mr. L. M. Faber

-2-

8-20-48

Incidentally I understand that the Firestone sales organization have been pursuing a very vigorous sales drive in the Milwaukee area, but there has been no connection in this work between the Firestone organization and The Texas Company. Frankly, we being a nationwide Company ourselves, and advertising our products on a national basis, feel there is some advantage to Texaco dealers handling accessories that are likewise nationally advertised, but we have neither the right nor the desire to dictate in any way what brands a Texaco dealer shall handle. We believe that he will increase his profits by handling tires, tubes and accessories and we encourage him in this. Our men may suggest certain brands of accessories to handle, but if a man goes beyond a suggestion or if he uses pressure or threats to have his suggestion followed he is liable to immediate dismissal from our service.

We have not discussed this complaint with Mr. O'Connell because I felt you would not want it so, but I suggest that you ought to know our Mr. Blackburn who would, I am sure, be very happy to discuss our general policy with you and talk about any specific cases you have in mind.

I know that you have a very friendly feeling for The Texas Company and because you were interested enough to report this case to me I thought you would like to know what my investigation developed. We want to be fair with our dealers at all times and if on occasion a misunderstanding exists we want to know about it. For that reason I appreciate your talking to me on this matter.

Sincerely yours,

Signed: WALTER HOCHULI

WH-FD  
SCB-PHS-AGH (Blind)



3) MILLION DOLLAR PROFIT

ON V-BELTS



"I have calculated that I have made \$1,000,000 profit on the business I am now operating. I have done this by selling V-belts to the manufacturers of V-belts. I have done this by selling V-belts to the manufacturers of V-belts. I have done this by selling V-belts to the manufacturers of V-belts."

"I have done this by selling V-belts to the manufacturers of V-belts. I have done this by selling V-belts to the manufacturers of V-belts. I have done this by selling V-belts to the manufacturers of V-belts."

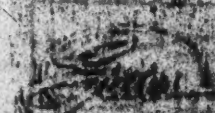
ask with someone who has a good idea of what to do and how to do it.

With your full order for V-belts, you can make a good profit. I have done this by selling V-belts to the manufacturers of V-belts. I have done this by selling V-belts to the manufacturers of V-belts. I have done this by selling V-belts to the manufacturers of V-belts."

I am now doing this and you can do it too. I have done this by selling V-belts to the manufacturers of V-belts. I have done this by selling V-belts to the manufacturers of V-belts. I have done this by selling V-belts to the manufacturers of V-belts."



LETTER T



V-BELTS



211-214-11/1000

Mr. Wheeler's interesting statement  
 non operator of the Columbia Ferry.  
 before Earl P. Wheeler, successful stu-  
 dent, who has been in the military

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THE UNIVERSITY OF CHICAGO

050141



JAN 65

Independent Station 1954

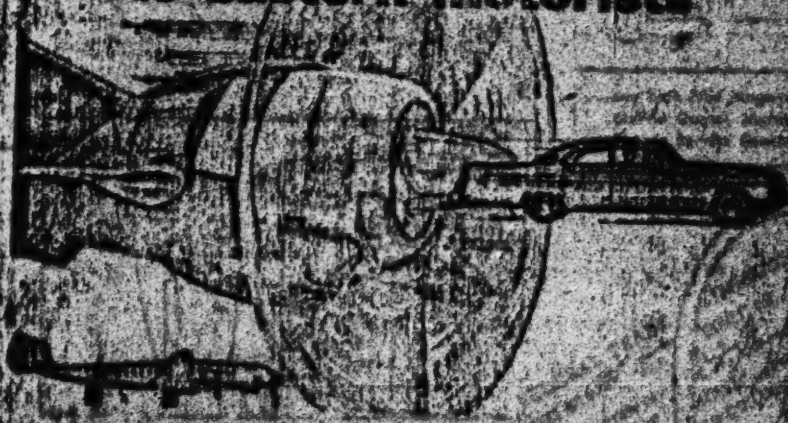
**SAN ANTONIO**  
 1200 N. Loop West, Suite 100  
 DEVER STATION and GARAGE INSURANCE  
 1200 N. Loop West, Suite 100  
 1200 N. Loop West, Suite 100

**LEADERSHIP SERVICE**  
 We serve every need for  
 (1) Motor and engine repair  
 (2) Parts and accessories  
 (3) Oil and filters  
 (4) Tires and wheels  
 (5) Brakes and lights  
 (6) Body and paint  
 (7) Electrical system  
 (8) Safety equipment  
 (9) General maintenance  
 (10) All other services  
**THE DARTMOUTH**  
 Jan 1965

Our V-belt sales soared  
 An invitation to you from  
 the company that brought

# SKYPOWER

to eastern motorists



SKYPOWER is a new and improved  
 timing belt and V-belt system  
 that gives you the best of both  
 worlds. It's the only timing belt  
 system that's designed to last  
 for the life of your engine.  
 It's the only timing belt system  
 that's designed to give you the  
 best of both worlds.



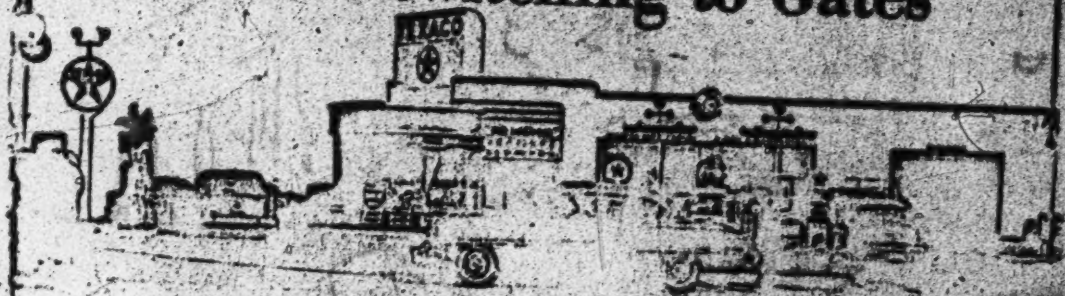
**Gariso Supreme**  
 The only timing belt system  
 that's designed to last for the  
 life of your engine.

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2K1R0W1ER



# "Our V-belt sales soared after switching to Gates"



...my both Ford Mustang, Oldsmobile, and  
Mercury Mount, equipped with the Gates  
V-belt Service Center, Lubrication, and Wash



FEDERAL TRADE  
COMMISSION  
UNITED STATES DEPARTMENT OF COMMERCE  
WASHINGTON, D.C. 20540

"Before we switched to Gates two years ago, we  
were averaging about 100 units a month. Now, thanks  
to Gates sales, parts and installation of products, we sell an  
average of 150 V-belts a month."

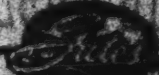
"And what's more," they continue, "Gates' service-  
doing methods have helped us attract more high quality,  
fast turnover, and profitable customers."

Gates service-based methods can help you, too... to  
get a greater turnover on V-belts... to make more money.

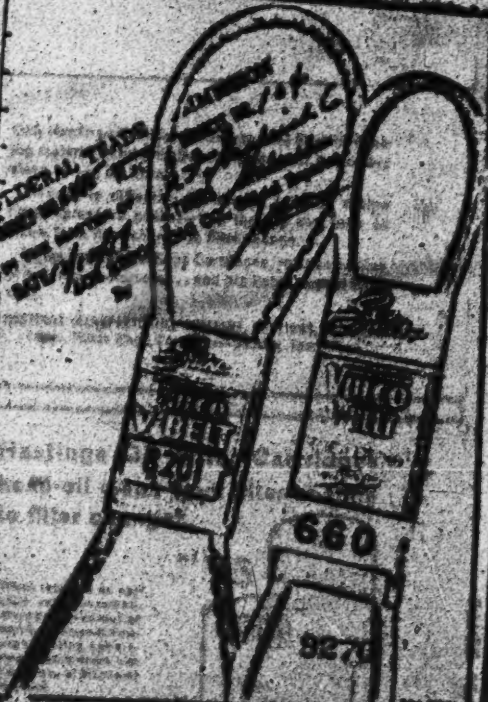
...without extra investment  
...without making mistakes that

Change over to the top-rated Gates line is easy,  
and you won't lose a penny on your present stock. Simply  
call your nearest Gates dealer, and let's make the switch  
together.

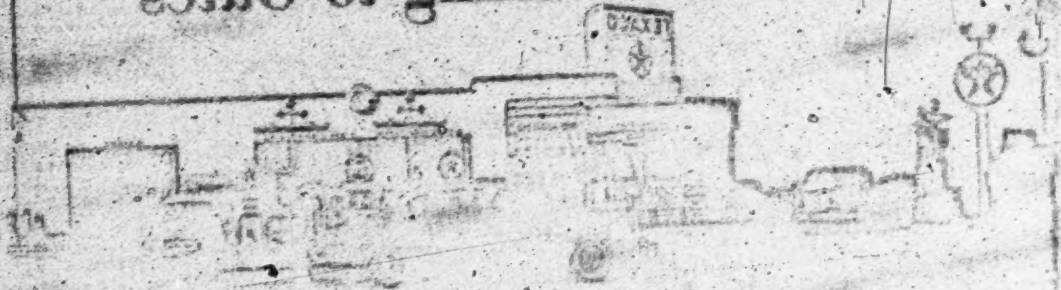
The Gates Rubber Co., Denver, Colorado



## Gates Vulco V-Belts



after switching to  
our V-belt sales soared



James Lewis Carter, Dallas, Texas  
 Robert Lewis Carter, Dallas, Texas  
 James Lewis Carter, Dallas, Texas



... ..

"...and I have been thinking about you a great deal lately."

... to make more money ... to make more money ... to make more money ...

...without having been advised that  
...without being told to change

Will you please write to me soon? I am  
very much interested in your progress.

The Gates Rubber Co., Denver, Colorado

Wash. State Ind. Sch. for Deaf & Blind



2011-12-15, 2011-12-16



**Signs Guarded in Gas Price War**

ELIZABETH, N. J., May 10 (AP) — Signs pointing out gas stations where prices were higher than elsewhere were guarded by police in Elizabeth, N. J., today to keep in with the city's effort to keep the price of gasoline at a level that would not cause a panic.

The city's effort to keep the price of gasoline at a level that would not cause a panic was followed by the city's effort to keep the price of gasoline at a level that would not cause a panic.

The city's effort to keep the price of gasoline at a level that would not cause a panic was followed by the city's effort to keep the price of gasoline at a level that would not cause a panic.

The city's effort to keep the price of gasoline at a level that would not cause a panic was followed by the city's effort to keep the price of gasoline at a level that would not cause a panic.

**For clean oil  
all the time**

Get clean oil all the time with Hastings Oil Filter Cartridges. They keep your engine clean and running smoothly. They are the only filter cartridges that are made of a special material that filters out all the dirt and grime that can cause engine trouble. They are the only filter cartridges that are made of a special material that filters out all the dirt and grime that can cause engine trouble.

**... call for  
HASTINGS**

9271

**Hastings Oil Filter Cartridges**  
Keep oil clean from filter change to filter change.

The Hastings Oil Filter Cartridge is the only filter cartridge that is made of a special material that filters out all the dirt and grime that can cause engine trouble. It is the only filter cartridge that is made of a special material that filters out all the dirt and grime that can cause engine trouble.





**CAPS OFF**  
— **WARNER**



By using Warner's hair cream, you can keep your hair looking its best. Warner's hair cream is the only hair cream that keeps your hair looking its best. Warner's hair cream is the only hair cream that keeps your hair looking its best.


**WARNER COMPANY** • 920 S. Michigan Ave., Chicago 5, Ill.

12 THE GASOLINE RETAILER

**Architect's Drawing of New Pure Oil Truck Station KX/15**

PERMANENTLY LOCATED AT THE CORNER OF  
B & N. Highway C  
BURNETT, ILL.

IN THE NEARBY  
DATE 1/1/36



When this Pure Oil Co. station, shown in an architect's drawing, is opened at the Chicago Street Yard, it will be one of the nation's most completely equipped truck stations. It is expected to be in operation this summer. Around-the-clock service will be provided. It will feature a 60-person capacity restaurant, a large lounge and 20 individual sleeping rooms, all air-conditioned. A 20-foot lubrication pit will be long enough to accommodate two truck-trailer units at one time. It will become part of a chain of Pure Oil truck stations that extends from Florida to Minnesota.

**Your Merchants really work**

**than belts are a major source**

**of our life's necessities**

**"Our monthly sales of fan belts today are more than 4 times greater than they were before we switched to the Gates line."**

That is the opening statement in a letter from Harold Peters of Peters Truck Service, 8701 Greenwood Avenue, Seattle, Washington. Here is the rest of the interesting letter—

"New methods for increasing fan belt sales and profits really work."

"The biggest help we get in promoting sales of fan belts comes from Gates."

"The best part of this story is that both our customers and our employees like this merchandising program. Customers appreciate the service. It protects them against the loss of time on the road, and my men find it easy to remember fan belt service (and to make fan belts) when Gates' tools and methods. Gates Fan Belts are a major source of our T.B.A. profits."

**Seattle's own - Shell Service**

**AAA to Continue Contest Board Under New Plan**

WASHINGTON — The American Automobile Association is going to continue activities of its contest board except in competitive live racing.

Andrew Z. Sordahl, AAA president, announced that "the board and national technical committee have been requested to provide the competitive industry and public with 'an additional, authentic live racing and testing service.'"

Until the fall of 1935 the AAA contest board and the governing body of the live racing industry in the United States had been one and the same. But since that time the AAA contest board has been a separate organization, and the governing body of the live racing industry has been the National Automobile Racing Board.

The AAA contest board is now a separate organization, and the governing body of the live racing industry has been the National Automobile Racing Board.

The AAA contest board is now a separate organization, and the governing body of the live racing industry has been the National Automobile Racing Board.



UNITED STATES  
DEPARTMENT OF AGRICULTURE  
BUREAU OF PLANT INDUSTRY  
WASHINGTON, D. C.  
1917

REPORT OF THE  
COMMISSIONER OF PLANT INDUSTRY  
FOR THE YEAR 1917

THE COMMISSIONER OF PLANT INDUSTRY  
DEPARTMENT OF AGRICULTURE  
WASHINGTON, D. C.  
1917

REPORT OF THE  
COMMISSIONER OF PLANT INDUSTRY  
FOR THE YEAR 1917

THE COMMISSIONER OF PLANT INDUSTRY  
DEPARTMENT OF AGRICULTURE  
WASHINGTON, D. C.  
1917

JAN 68  
Respondent Exhibit 100

R-106-2d

UNITED STATES OF AMERICA  
**THE B. F. GOODRICH COMPANY**

*There*  
**THE NUMBER OF OIL COMPANY OUTLETS SERVED BY THE B. F. GOODRICH  
TIRE COMPANY ON WHOSE PURCHASES COMMISSION WAS PAID**

In the Matter of

**THE B. F. GOODRICH COMPANY,**  
a corporation, and  
**The Texas Company**

**Direct**

**Factory or District  
Through 1965**

As of 12/31/56 As of 12/31/57

838 714  
1,149 1,189

**Indirect**

**Through Distributors**

2,954 3,156

**TOTAL OUTLETS**

4,933 5,059

for the reasons stated in the annexed statement, returned  
the 10th day of July, 1962, addressed to the companies listed  
on Exhibit annexed hereto, requiring the production to said  
companies of records reflecting the following:

(1) With respect to the companies listed on Exhibit A,  
the actual sales figures for the calendar years 1956 and 1957,  
by each of the corporations listed on Exhibit A, for the years  
1956 and 1957.

(2) With respect to the companies listed on Exhibit B,  
all contracts and agreements, memoranda thereof, or other  
writings showing or relating to or reflecting arrangements  
whereby commissions on sales of tires, and/or batteries,

**SALES OPERATING DEPARTMENT  
1/31/58**

FEDERAL TRADE COMMISSION  
DIRECTOR  
IN THE MATTER OF THE B. F. GOODRICH COMPANY  
CASE NO. 100-106-2d  
JAN 1968

2250

2273





JAX 820 JUL 10 1962  
Respondents' Exhibit 100A

UNITED STATES OF AMERICA  
BEFORE FEDERAL TRADE COMMISSION

In the Matter of  
THE B. F. GOODRICH COMPANY,  
a corporation, and  
THE TEXAS COMPANY,  
a corporation.

DOCKET NO. 6485

FEDERAL TRADE COMMISSION

Docket No. 6485

Exhibit No. 100A

In the Matter of:

B. F. Goodrich

Date: 7/10/62

Reporter: [Signature]

To HONORABLE EARL J. KOLB, Hearing Examiner

Respondents, <sup>Texas</sup> move for the issuance of subpoenas duces tecum, for the reasons stated in the annexed statement, returnable the 30th day of July, 1962, addressed to the companies listed on Exhibits annexed hereto, requiring the production by said companies of records reflecting the following information:

(1) With respect to the companies listed on Exhibit A, the actual sales figures for new replacement tires sold by each of the corporations listed in the years 1951 through 1956.

(2) With respect to the companies listed on Exhibit B, all contracts and agreements, memoranda thereof, or other writings showing or relating to or reflecting arrangements whereby commissions on sales of tires, and/or batteries,

2846 OM. TERNON

187

by each of the corporations listed in the years 1951 through the actual sales figures for new replacement tires sold (1) With respect to the companies listed on Exhibit A, companies of records reflecting the following information: on Exhibit annexed hereto, regarding the production by said the 30th day of July, 1952, referred to the companies listed for the records stated in the annexed statement, returnable

(2) With respect to the companies listed on Exhibit B,

all contracts and agreements, memoranda, minutes, or other writings showing or relating to or reflecting arrangements whereby commissions on sales of tires, and/or batteries,

## JAX 651

Deckel No. 6455 EASTON No. 1692

५२-

and/or accessories were paid directly or indirectly to any oil company, or any distributor of oil company products, or any dealer in oil company products for the years 1950-1956.

We also request the issuance of 20 subpoenas ad testificandum in blank to be filled in by applicants by July 20, 1968.

**Dated: July 19, 1962.**

Amsy E. Stead  
James O. Sullivan

**Royall, Koegel, Harris & Caskey**  
**by Kenneth C. Royall**

**Frederick W. P. Lorenson**  
**Attorneys for Plaintiff**  
**Texas Inc.**

White E/Case  
By Edgar E. Barton

Attorneys for Plaintiff  
The B. F. Goodrich Company

Gulf Oil Corporation  
Gulf Fire & Supply Company, A  
wholly owned subsidiary  
Gulf Building  
Pittsburgh 30, Pennsylvania

3231



FEDERAL TRADE COMMISSION  
WASHINGTON, D.C. 20540

-2-

and/or necessities were paid directly or indirectly  
to any oil company, or any distributor of oil company  
products, or any dealer in oil company products for the  
years 1950-1955.  
We also request the issuance of 20 subpoenas ad testificandum  
in blank to be filled in by applicant by July 30, 1955.

Dated: July 19, 1955.

Amey B. Speed  
James O. Sullivan  
Royall, Kozel, Morris & Caskey  
by Kenneth C. Royall

Frederick W. F. Lawrence  
Attorneys for Plaintiff  
Texaco Inc.

Wells & Case  
by Edgar E. Barton

Attorneys for Plaintiff  
The B. F. Goodrich Company

JAX 623

Respondents' Exhibit 109C

FEDERAL TRADE COMMISSION

EXHIBIT A

FEDERAL TRADE COMMISSION

Exhibit No. 64-15-1, Federal Trade Commission No. 109C

**CORPORATION**

The General Tire & Rubber Company  
1706 Englewood Avenue

Goodyear Tire & Rubber Company

Akron

Firestone Tire & Rubber Company

Akron

Firestone Tire and Rubber Company

1200 Firestone Parkway

Akron 17, Ohio

Sears, Roebuck and Co.

925 South Woman Avenue

Chicago 7, Illinois

United States Rubber Company

1230 Avenue of the Americas

New York 20, New York

Montgomery Ward & Co., Incorporated

619 West Chicago Avenue

Chicago 7, Illinois

The General Tire & Rubber Company

1706 Englewood Avenue,

Akron 9, Ohio

Armstrong Tire & Rubber Company

475 Elm Street

West Haven 16, Connecticut

Lee Rubber & Tire Corp.

Conshohocken,

Pennsylvania

Gulf Oil Corporation

Gulf Tire & Supply Company, a

wholly owned subsidiary

Gulf Building

Pittsburgh 30, Pennsylvania

Seiberling Rubber Co.

Akron 9,

Ohio

Socony Mobil Oil Company, Inc.

150 East 42nd Street

New York 17, New York

Dunlop Tire & Rubber Corp.

Buffalo

New York

Mansfield Tire & Rubber Company

515 Newman Street

Mansfield, Ohio

Dayton Corp.

335 West First Street

Dayton 1, Ohio

Cooper Tire & Rubber Co.

Findlay

Ohio

Western Auto Supply Company

Atlas Supply Company

FEDERAL TRADE COMMISSION

EXHIBIT A

Exhibit A, Respondent Exhibit 1080

EXHIBIT A

Shelburne Rubber Co.  
Akron 9  
Ohio

Shelburne Rubber Co.  
150 East 42nd Street  
New York 17, New York

Shelburne Rubber Co.  
Buffalo  
New York

Shelburne Rubber Co.  
212 Newman Street  
Hannibal, Ohio

Shelburne Rubber Co.  
333 West First Street  
Dayton 1, Ohio

Shelburne Rubber Co.  
Findlay  
Ohio

Western Auto Supply Company

Asian Supply Company

Shelburne Rubber Co.  
Akron  
Ohio

Shelburne Rubber Co.  
1500 Westchester Parkway  
Akron 14, Ohio

Sears, Roebuck and Co.  
925 South Hoban Avenue  
Chicago 7, Illinois

United States Rubber Company  
1500 Avenue of the Americas  
New York 20, New York

Monogrammy Hard & Co., Incorporated  
615 West Chicago Avenue  
Chicago 7, Illinois

The General Tire & Rubber Company  
1708 Richmond Avenue  
Akron 9, Ohio

Armstrong Tire & Rubber Company  
475 Elm Street  
West Haven 10, Connecticut

Lee Rubber & Tire Corp.  
Cochran  
Pennsylvania

Gulf Oil Corporation  
Gulf Tire & Supply Company, a  
wholly owned subsidiary  
Gulf Building  
Pittsburgh 30, Pennsylvania

JAX 683

Respondents' Exhibit 1000

FEDERAL TRADE COMMISSION

Re: *Exhibit 1000*

EXHIBIT B

CORPORATION

The General Tire & Rubber Company  
1706 Englewood Avenue  
Akron-9, Ohio

Armstrong Tire & Rubber Company  
475 Elm Street  
West Haven 16, Connecticut

Lee Rubber & Tire Corp.  
Conshohocken  
Pennsylvania

Seiberling Rubber Co.  
Akron 9  
Ohio

Dunlop Tire & Rubber Corp.  
Buffalo  
New York

Mansfield Tire & Rubber Company  
515 Newman Street  
Mansfield, Ohio

Dayton Corp.  
333 West First Street  
Dayton 1, Ohio

Cooper Tire & Rubber Co.  
Findlay  
Ohio

8233



FEDERAL TRADE COMMISSION

EXHIBIT 100B

CORPORATION

The General Tire & Rubber Company  
1708 Englewood Avenue  
Akron 9, Ohio

Investment Tire & Rubber Company  
472 Elm Street  
West Haven 16, Connecticut

Lee Rubber & Tire Corp.  
Columbus  
Pennsylvania

Salisbury Rubber Co.  
Akron 9  
Ohio

United Tire & Rubber Corp.  
Buffalo  
New York

Manassah Tire & Rubber Company  
515 Newman Street  
Manassah, Ohio

Dayton Corp.  
333 West 12th Street  
Dayton 1, Ohio

Cooper Tire & Rubber Co.  
Indianapolis  
Indiana

## FEDERAL TRADE COMMISSION

Docket No. 6485

Respondents' Exhibit No. 109E

MR. SULLIVAN:

*not official transcript*

I feel that I have been intimately thrown into the company of TEXACO and as counsel for TEXACO I think I can tell you, your Honor, exactly how to find out what today. I feel that there have been some remarks made during the course of this week, your Honor, that might imply that Respondents have been employing dilatory tactics in connection with these hearings.

Under the circumstances present here in this hearing we firmly believe that such remarks are wholly unfounded. **REASONS FOR GRANTING MOTIONS FOR SUBPOENA**

Consider for a minute the posture, if you will, that TEXACO finds itself in. For reasons which have been expressed to your Honor we believe that the Commission's recent order in this proceeding is unjust, and we have fought desperately in several courts and indeed are still fighting in courts today to establish to you that our basic rights have been violated.

Having no alternative we have appeared at this hearing in defense against what we believe would be further evidence on the rather all-encompassing issue here of competitive effects.

Now, instead of a position of evidence through the mouths of witnesses which we are convinced we would have been able to meet through and destroy through cross-examination we were met we feel with an unprecedented extension of the doctrine of official notice. This we believe had the undoubted effect of shifting the entire burden 929

JAN 5 1931  
Respondent Exhibit 100E

FEDERAL TRADE COMMISSION  
WASHINGTON, D. C. 20540

*Not Official  
Transcript*

RECORDS FOR CARRYING NOTICES FOR SUBPOENA

FEDERAL TRADE COMMISSION  
Sulindac 1981  
Exhibit 1007

MR. SULLIVAN: If your Honor please, I am speaking this morning because I feel that I have been intimately thrown into the position of **TEXACO**, and as counsel for **TEXACO** I think I can fairly state to you, your Honor, exactly how we find ourselves today. I feel that there have been some remarks made during the course of this week, your Honor, that might imply that Respondents have been employing dilatory tactics in connection with these hearings.

Under the circumstances present here in this remand we firmly believe that such remarks are wholly unwarranted.

Consider for a minute the posture, if you will, that **TEXACO** finds itself in. For reasons which have been expressed to your Honor we believe that the Commission's remand order in this proceeding is illegal, and we have fought desperately in several courts and indeed are still fighting in courts today to establish the point that our basic rights have been violated.

Having no alternative we have appeared at this hearing to defend against what we believe would be further evidence on the rather all-encompassing issue here of competitive affects.

Now, instead of a proffer of evidence through the mouths of witnesses which we are convinced we would have been able to meet through and destroy through cross-examination, we were met with an unprecedented extension of the doctrine of official notice. This we believe has had the undoubted effect of shifting the entire burden of proof and



FEDERAL TRADE COMMISSION  
WASHINGTON, D. C. 20540  
JAN 14 1957

MR. GULLIVAN: At your Honor please, I am speaking this morning because I feel that I have been intimately thrown into the position of TEXACO and as counsel for TEXACO, I think I can fairly state to you, your Honor, exactly how we find ourselves today. I feel that there have been some remarks made during the course of this week, your Honor, that might imply that respondents have been exploiting dilatory tactics in connection with these hearings.

Under the circumstances present here in this room, we think it is likely that such remarks are wholly unwarranted. Consider for a minute the posture, if you will, that TEXACO finds itself in. For reasons which have been expressed to your Honor we believe that the Commission's demand order in this proceeding is illegal and we have fought desperately in several courts and indeed are still fighting in courts today to establish the point that our basic rights have been violated.

Having no alternative we have appeared at this hearing to defend against what we believe would be further evidence on the rather all-encompassing issue here of competitive effects.

Now, instead of a proffer of evidence through the mouths of witnesses which we are convinced we would have been able to meet through and destroy through cross-examination we were met with an unprecedented extension of the doctrine of official notice. This we believe has had the undoubted effect of shifting the entire burden of proof and

## FEDERAL TRADE COMMISSION

Docket No. 1-1775-2

the burden of going forward with these hearings to the Respondents.

Now, this we contend is completely foreign to the American system of jurisprudence.

On July 17, after the Commission counsel in support of this complaint rested his case, TEXACO informed your Honor that it would require at least until July 23 at 10 a.m. in which to make a determination as to whether or not it would rebut the 3 tables from the Firestone case.

Our position with respect to the 3 tables has been explained in detail to your Honor on July 16 and July 17. However, so there can be no mistake, TEXACO believes that to admit compounded hearsay against a respondent without any foundation testimony whatsoever and without the right of cross-examination and the consequent shifting of the entire burden of proof countervenes all applicable Constitutional and statutory requirements.

Now, the first table of which your Honor has taken official notice purports to show the arrangement between 18 oil companies and some 11 tire companies with respect to the marketing of "private brand tires" under the "purchase-resale plan."

Now, the second table purports to show the products offered for sale by 18 rubber companies, and the third table based upon a survey taken by individuals unknown who never appeared in Court purports to show replacement tire purchases by automobile owners in 1954.

This collection of hearsay material which was rightly

FEDERAL TRADE COMMISSION  
WASHINGTON, D. C. 20540

the burden of going forward with these hearings to the  
Respondent.

Now, this we contend is completely foreign to the  
American system of jurisprudence.

On July 17, after the Commission counsel in support  
of this complaint rested his case, TEXACO informed your Honor  
that it would require at least until July 19 at 10 a.m. in  
which to make a determination as to whether or not it would  
rebut the 3 tables from the Litastone case.

Our position with respect to the 3 tables has been  
explained in detail to your Honor on July 18 and July 17.  
However, so there can be no mistake, TEXACO believes that to  
admit compounded hearsay against a respondent without any  
foundation testimony whatsoever and without the right of  
cross-examination and the consequent shifting of the entire  
burden of proof countermeasures all applicable Constitutional  
and statutory requirements.

Now, the first table of which your Honor has taken  
official notice purports to show the arrangement between 18  
oil companies and some 11 tire companies with respect to the  
marketing of "private brand tires" under the "purchase-lease  
plan."

Now, the second table purports to show the products  
offered for sale by 18 rubber companies, and the third table  
based upon a survey taken by individuals unknown who never  
appeared in Court purports to show replacement tire purchases  
by automobile owners in 1934.

This collection of hearsay material which was rightly



Respondents' Exhibit 109H

Respondents' Exhibit 109H

FEDERAL TRADE COMMISSION

Exhibit 109H

described as being worthless and unreliable by the Commission counsel in the Firestone case has now been officially noticed pursuant to what we contend is an illegal demand which call for the taking of evidence on market data from which an assessment might be made as to the competitive affects of the sales commission plan.

Now, it is TEXACO's position that the sum total of the 3 tables adds up to zero when measured against any probative evidence standard.

However, TEXACO is entitled to a reasonable opportunity to make a determination as to whether it will exercise its undoubted right to introduce rebuttal evidence. We could go two ways on rebuttal evidence, as I see it, your Honor.

We could attempt to introduce or proffer to your Honor what we believe would be equally unreliable and meaningless, statistics culled from various sources, various periodicals and so forth, or, a rebuttal could consist of a frontal attack on the statistics and each of them which were officially noticed by your Honor.

Now, considering the fact that the motion asking your Honor to take official notice was not received until July 11 and was not granted in part at least until July 15, in we believe that the essence of fair play and due process calls for reasonable opportunity to make a decision in this matter. It is not a decision that can be made in 48 hours. It is a decision we believe which requires mature reflection.

Now, if we decide to rebut it is our present judgment that an effective rebuttal would require the production of



described as being worthless and unreliable by the Commission counsel in the Firestone case has now been officially noticed pursuant to what we contend is an illegal reward which call for the taking of evidence on market data from which an assessment might be made as to the competitive effects of the sales commission plan.

Now, it is TEXACO's position that the sum total of the 3 tables adds up to zero when measured against any probable evidence standard. However, TEXACO is entitled to a reasonable opportunity to make a determination as to whether it will exercise its undoubted right to introduce rebuttal evidence. We could go two ways on rebuttal evidence, as I see it, your Honor. We could attempt to introduce on proffer to your Honor what we believe would be equally verifiable and meaningful statistics culled from various sources, various periodicals and so forth, or a rebuttal could consist of a frontal attack on the statistics and each of them which were officially noticed by your Honor.

Now, considering the fact that the motion asking your Honor to take official notice was not received until July 11 and was not granted in part at least until July 16, we believe that the essence of fair play and due process calls for reasonable opportunity to make a decision in this matter. It is not a decision that can be made in 48 hours. It is a decision we believe which requires mature reflection. Now, if we decide to rebut it is our present judgment that an effective rebuttal would require the production of

FEDERAL TRADE COMMISSION

DocId: 32164856 EXHIBIT No. 109

documents from and the taking of testimony from many, if not all, of the companies listed on the 3 tables.

Now, to illustrate, if we attempt to and decide to attack the accuracy of Table No. 3, the survey, which purports to reflect replacement tire purchases in the year 1954, we find this your Honor: We find that to our

knowledge there is no other comparable survey in existence for the year 1954, and we also find, if your Honor please, through inquiries that the information, the exact figures or nearly exact figures which would be required in order to rebut this table, are considered by the tire companies, small and large, as trade secrets, which we are informed they will not voluntarily divulge.

Now, this means that if we determine on this course we are going to be forced to request the issuance of subpoenas duces tecum and subpoenas ad testificandum to individuals in and to all of the companies listed on the exhibits in an attempt to obtain accurate information figures.

Now, this, of course, unfortunately would be an immense and a time-consuming undertaking, but it would be an undertaking, your Honor, which is not of our making. In addition, if we determine to make a rebuttal as to the other companies we would give serious consideration to the presentation of testimony, documentary and otherwise, as to the sales commission plans which other companies, tire companies, that is, such as General, Goodyear, Dayton, Leo, Gates and Dunlop have with other oil companies.

To illustrate further, we must consider the

FEDERAL TRADE COMMISSION  
JAN 11 1951

documentary from and the taking of testimony from many, if not  
all, of the companies listed on the 3 tables.  
Now, to illustrate, if we attempt to and decide  
to attack the accuracy of Table No. 3, the survey, which  
purports to reflect replacement tire purchases in the year  
1954, we find this your Honor: We find that to your  
knowledge there is no other comparable survey in existence  
for the year 1954, and we also find, if your Honor please,  
through industry that the information, the exact figures  
or nearly exact figures which would be required in order to  
verify this table, are considered by the tire companies, small  
and large, as trade secrets, which we are informed they will  
not voluntarily divulge.  
Now, this means that if we determine on this course  
we are going to be forced to request the assistance of subpoena  
duces tecum and subpoenas ad testificandum to individuals  
in and to all of the companies listed on the exhibits in  
an attempt to obtain accurate information figures.  
Now, this, of course, unfortunately would be an  
immense and a time-consuming undertaking, but it would be  
an undertaking, your Honor, which is not of our making. In  
addition, if we determine to make a rebuttal as to the other  
companies we would give serious consideration to the presentation  
of testimony, documentary and otherwise as to the sales commis-  
sions which other companies, tire companies, that is, such as  
General, Goodyear, Goodyear, Lee, Gates and Dunlop have with  
other oil companies.

To illustrate further, we must consider the



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possibility of attempting to show through statistics, the overall effect of the sales commission method of distribution, and the steady decline in the market shares during the period ~~from~~ from 1946 through 1961 by those tire companies which utilize the sales commission plan.

Now, the foregoing illustrations are meant your Honor to point up the enormous undertaking which we have been confronted with here and which has been thrust upon us by this shifting of the burden of the proof.

Now, the material of which I speak, your Honor, can not be obtained in some magic drawer or through the pushing of some automatic button. It is going to require a lengthy and costly production of material by process of this Court, and the further complication of making this decision is to whether or not we wish to undertake what would be a further expensive proceeding.

Now, I believe your Honor can see from the foregoing that it is an impossibility for TEXACO to proceed with such an immense undertaking at the very minimum until Monday morning at 10 o'clock. And we respectfully urge your Honor to put this matter over until Monday morning at 10 o'clock to give us this opportunity to come to this decision as to whether or not we are going to call for the issuance of all these subpoenas which is the only course apparently open to us.